National Coordination Team on
South-South and Triangular Cooperation
Republic of Indonesia

REPUBLIC OF INDONESIA

DETAILED DESIGN STUDY

OF

CAPACITY DEVELOPMENT PROJECT

FOR SOUTH-SOUTH AND TRIANGULAR COOPERATION

(CADEP-SSTC)

REPORT

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Japan International Cooperation Agency (JICA)

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Abbreviations

A4DE	Aid for Development Effectiveness
ASEAN	Association of Southeast Asian Nations
Bali HLM	Bali High Level Meeting
BAPPENAS	Ministry of National Development Planning/ National Development Planning Agency
BP	Blue Print
CADEP	Capacity Development Project for South-South and Triangular Cooperation
CCITC	Coordinating Committee for International Technical Cooperation
D-8	Developing Eight
DAC	Development Assistance Committee
G20	The Group of Twenty Finance Ministers and Central Bank
GD	Grand Design
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (The German Society for International Cooperation)
GOI	The Government of Indonesia
GOJ	The Government of Japan
JCC	Joint Coordinating Committee
KM-SSC	Project on Knowledge Management for South-South Cooperation
LM-UI	Institute for Management, University of Indonesia
LPEM-UI	Institute for Economic and Society, Faculty of Economy, University of Indonesia
MDGs	Millennium Development Goals
MM	Minutes of Meeting
MOA	Ministry of Agriculture
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs[1]
NAM	Non-Aligned Movement
NCT-SSTC	National Coordination Team of South-South and Triangular Cooperation

[1] This MOFA means MOFA in Republic of Indonesia unless specifically mentioned.

RD	Record of Discussion
RPJM	Rencana Pembangunan Jangka Menengah Nasional (Mid-Term National Development Plan)
SETNEG	Ministry of State Secretariat
SOP	Standard Operation Procedure
SSTC	South-South and Triangular Cooperation
TCE	Third Country Training Expert
TCTP	Third Country Training Programme
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WB	The World Bank
WG	Working Group

1. Summary of Detailed Design Study

1.1 Background of request

GOI identifies Asia-Africa Conference in 1955 as its ideological origin of SSTC, it started Technical Cooperation among Developing Countries from 1981 with the State Secretariat as the de-fact focal point in GOI. However, after the Asian Financial Crisis hit Indonesia in 1998, SSTC activities in GOI declined, which weakened national coordination function. As the SSTC increases from 2000's in accordance with economic recovery of Indonesia, this weakened coordination function became pervasive in GOI; the planning and implementation of SSTC were scattered in ministries respectively. GOI recognized this fragmentation of national coordination as the most serious problem in Indonesia's SSTC.

Table 1 History of SSTC in Indonesia

1955	Held Asia-Africa Conference
1981	Started Technical Cooperation among Developing Countries by CCITC
1998	Hit by Asian Financial Crisis, Decline of SSTC activities
2003	Re-attained middle income country status
2006	Re-established Technical Cooperation Directorate in MOFA
2009	Incorporated SSTC in Jakarta Commitment
2010	Incorporated SSTC in Mid-Term Development Plan Established NCT
2011	Drafted Grand Design and Blue Print

Meanwhile, from late 2000's, GOI acquired various opportunities, and strengthened the national coordination system of SSTC. Becoming a G20 member country and a Middle Income Country status motivated GOI to strengthen the national coordination function of SSTC. Ministry of Foreign Affairs reestablished Technical Cooperation Directorate in 2006. In 2009, the Jakarta Commitment, which was an agreement document of aid coordination for development effectiveness, set out SSTC as one of important pillars. In 2010, SSTC became part of Mid-Term Development Plan (RPJM) of GOI. In the same year, NCT-SSTC was established by a ministerial decree of BAPPENAS, with four core ministries in the NCT: BAPPENAS, Ministry of Foreign Affairs, State Secretariat, and Ministry of Finance. Grand Design and Blue Print of SSTC were drafted in 2011 and are under GOI's approval process. Whilst, in terms of international arena, GOI, WB, JICA and UNDP co-hosted an international conference in 2012, Bali High Level Meeting: Country-Led Knowledge Hubs empathized Indonesia's leading role of SSTC internationally. Currently, GOI has become co-chair of important international agendas: Global Partnership as post Busan High Level Forum, post-MDGs. It is expected that GOI's role in international community will catch more attention. . In November 2012, Directorate of International Development Cooperation was established in BAPPENAS, which chairs the Technical Committee of NCT.

Under such circumstance, JICA supported GOI's initiative in three pillars:

1. Mainstreaming SSTC to national policy,
2. Enhancing human resources for international cooperation,

3. Improving quality of SSTC, with a series of studies, surveys, and trainings.
A Technical Cooperation Project[2] KM-SSC is under implementation, with NCT-SSTC (BAPPENAS) as the partner institution from March 2012 to May. CADEP was requested in 2011-Needs Survey by GOI, which strengthens function of NCT for the period of three years. The request was approved by the government of Japan in 2012.

This Detailed Design Study, in partnership with GOI, confirms the background and substance of the request in consultation with the stakeholders, determine the project design of the project, and collect/analyze necessary information for the ex-ante evaluation of the project.

1.2 Purpose of study

(1) To confirm the background and substance of the request in consultation with the stakeholders,
(2) To determine the design of the project,
(3) To collect/analyze necessary information for the ex-ante evaluation of the project.

1.3 The Detailed Design Study

1.3.1 Study Member

(1)	Ms. KrismasariDinur (Leader)	N/A
(2)	Mr. Nakazawa Shigeki (Cooperation Planning)	N/A
(3)	Ms. KartikaLingga (Technical Analysis)	N/A
(4)	Mr. Konno Kimihiro (Evaluation Analysis)	Dec. 10-21
(5)	Ms. Madrina Mazhar (Coordinator)	Dec. 2012-Mar. 2013

1.3.2 Schedule

Table 2 Schedule of site study

	Date	Time	Schedule
1	Dec 9 (Sun)		Evaluation Analysis member, Departure Japan, Arrival Jakarta
2	Dec 10 (Mon)	8:30 14:00	Meeting with JICA Indonesia Office The Project on Knowledge Management for South-South Cooperation

[2] In the context of SSTC in Indonesia, "Program" is more likely to mean "Project" of JICA, a stand-alone activity of a limited period of time, in order to achieve a certain purpose, such as international training, expert dispatch. So far, no concept of program exists in Indonesia's SSTC, where a program entails several projects.
In this report, project stands for a development project often supported by Development Partners, while program stands for an engagement of SSTC which support other development countries, often as a standalone activity. For instance, CADEP is a project, while there are Pilot Flagship Programs in the CADEP which are engagements to support other developing countries as pilot cases.

		16:00	Courtesy call, Embassy of Japan
3	Dec 11 (Tue)		Preparation of meeting
		15:00	BAPPENAS Directorate of International Development Cooperation
4	Dec 12 (Wed)		Interviews
		9:00	Private Sector, PT. Rutan
		14:00	UNDP Indonesia Office
5	Dec 13 (Thu)	10:00	Meeting with Working Group 2
		14:00	Meeting with Working Group 1
6	Dec 14 (Fri)		Interviews
		10:00	LPEM-UI
		15:00	The World Bank
7	Dec 15 (Sat)		Report preparation
8	Dec 16 (Sun)		Report preparation
9	Dec 17 (Mon)		Interview
		8:00	USAID
		10:00	Meeting with Working Group 3
		14:00	LM-UI (Institute for Management, University of Indonesia)
10	Dec 18 (Tue)	9:00	Meeting with Directorate of International Development Cooperation, BAPPENAS by Ms. Dinur, Ms. Lingga
		9:00-	Ministry of Agriculture
		14:00	Attended "Workshop on Indonesian Agricultural Development Program within the Framework of South-South Cooperation" in Bogor, IPB International Convention Center
11	Dec 19 (Wed)		Report preparation
12	Dec 20 (Thu)		Report preparation
			Interview
		14:00	GIZ
13	Dec 21 (Fri)		Report preparation
		14:00	Meeting with the Coordination Team
		Night	Evaluation Analysis member, Departure Jakarta

1.3.3 Interviewed key officials

Table 3 Interviewed key officials

Organization	Position	Name
KM-SSC	Coordinator	Ms. HarueSueda

Embassy of Japan	Researcher, Economic Division	Mr. Masahiko Ota
BAPPENAS	Director for International Cooperation The Chair of Technical Committee, NCT	Mr. Tb. A. Choesni
	Director of Multilateral Foreign Funding Co-Chair of WG 2 of NCT	Mr. Dewo Broto Joko Putranto
	Director for Political Affair and Communications Co-Chair of WG 1 of NCT	Dr. RadenSiliwanti, MPIA
Ministry of Foreign Affairs	Director for Directorate of Technical Cooperation Co-Chair of WG 2 of NCT	Ms. Siti Nugraha Mauludiah
	Director of Socio Culture and International Organizations in Developing Countries Co-Chair of Technical Committee, NCT and Co-Chair of Working Group 3, NCT	Mr. Arko Hananto Budiadi
Ministry of State Secretariat	Head, Bureau for Technical Cooperation Co-Chair of WG 3 of NCT	Ms. Rika Kiswardani
Ministry of Finance	Senior Staff for Regional and Bilateral Policy	Mr. Imran Rosjadi
Ministry of Agriculture, Secretariat General	Center for International Cooperation, Assistant Deputy Director for Asia and Pacific	Mr. DadengGunawan

	Center for International Cooperation, Assistant Deputy Director for Africa and Middle East	Dr. Harjito
	Center for International Cooperation, Assistant Deputy Director for Intra Region Cooperation	Ms. DewiKartika D
University of Indonesia, Institute for Economic and Social Research	Assistant Director for Research and Training	Ms. ThiaJasmina, M. Sc.
University of Indonesia, Faculty of Economics	Associate Director of operations and Quality Assurance	Dr. Williem A. Makaliwe
	Consultant	Mr. BayuadiWibowo, MT
The World Bank	Operations Adviser	Mr. YoganaPrasta
UNDP	Evaluation Analyst/ Learning Manager	Ms. RiniWidiastuti
GIZ (German Technical Cooperation)	Deputy Country Director of Indonesia – Timor Leste	Mr. Zulazmi
USAID	Deputy Director, Program Office	Mr. David Hatch
PT RUTAN	Assistant General Manager	Mr. Andre Adriano

(1) BAPPENAS

- Mr. Tb. A. Choesni, Director for International Development Cooperation, as the Chair of Technical Committee, NCT
- Ms. Siliwanti (Director, Politics and communication, BAPPENAS, as Co-Chair of WG 1 of NCT)
- Mr. Dewo Broto Joko Putranto (Director of Multilateral Foreign Funding as Co-Chair of WG 2 of NCT)

(2) MOFA

- Mr. Arko Hananto Budiadi, (Director of Socio Culture and International Organizations in Developing Countries) as Co-Chair of Technical Committee, NCT and Co-Chair of Working Group 3, NCT
- Ms. Siti Nugraha Mauludiah (Director of Technical Cooperation, Ministry of Foreign Affairs) as Co-Chair of Working Group 2, NCT

(3) SETNEG
- Ms. Rika Kiswardani (Director of Foreign Technical Cooperation, as Co-Chair of Technical Committee, NCT and Co-Chair of Working Group 3, NCT)

(4) MOF
- Mr. Imran Rosjadi (Head of Centre of Regional and Bilateral Policy)

(5) MOA
- Mr. Dadeng Gunawan (Assistant Deputy for Asia and Pacific)
- Dr. Harjito (Assistant Deputy for Africa and Middle East)
- Ms. Dewi Kartika D (Assistant Deputy for Intra region Cooperation, Regional Division)

(6) WB Indonesia Country Office
- Mr. Prasta Yogana (Operations Adviser)

(7) UNDP Indonesia Office
- Ms. Rini Widiastuti (Evaluation Analyst)

(8) USAID
- Mr. David Hatch, Deputy Director, Program Office

(9) GIZ
- Mr. Zulazmi Deputy Country Director Indonesia- Timor-Leste

(10) LPEM-UI (Institute for Economic and Society, Faculty of Economy, University of Indonesia)
- Ms. Thia Jasmia, S.E., M.Sc. (Assistant Director for Research and Training)

(11) LM-UI (Management Institute of University of Indonesia)
- Dr. Williem A. Makaliwe (Associate Director of Operation and Quality Assurance)

(12) PT Rutan
- Mr. Adriano Andre (Assistant General Manager)

(13) Embassy of Japan
- Mr. Ota Masahiko (Researcher, Economic Section)

(14) KM-SSC
- Ms. Sueda Harue, Expert (Seminar Planning / Materials Development / Project Coordination

2. Method and scope of study

2.1. Method of study

This study collected relevant information and extracted issues considered under the Detailed Design by biographical reviews, questionnaire and semi-structured interviews to related stakeholders. Through a series of meetings with the partner country, both the country and the Study Team agreed on the framework and assistance and the main points of activities, signed on MM as a record of both understanding items. After consideration by NCT, RD will be signed in early January. Furthermore, based on the information collected during the site survey, the Study Team conducted evaluation analysis of CADEP based on the five evaluation criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability) of DAC. The evaluation perspectives based on the five criteria are as follows

(1) Relevance

Generally, relevance perspective is examined alignment between Overall Goal, Project Purpose and a) development policy of partner country, Japan's assistance policy, b) needs of target groups.

(2) Effectiveness

Focusing on the relation of cause and effect between Project Purpose and Output, effectiveness perspective examines prospect of project's achieving Project Purpose, possibility of future benefit to target groups. Also, it examines measures against external assumptions found during the site survey.

(3) Efficiency

Efficiency perspective examines productivity during the project implementation process. Thus this ex-ante evaluation focuses on the relation between input and output, examines prospect of efficient utilization of inputted resources and find ways and plans to improve cost benefit if Activities and inputs.

(4) Impact

Impact perspective examines long-term effect, ripple effect, and prospect of attainment of Overall Goal.

(5) Sustainability

Sustainability perspective focuses on possibility of financial, institutional, technical, and operational sustainability, examines continuity of planned output after the end of cooperation by the project.

2.2. Scope of study

Due to time constraints of the Study, this Study limited its scope to relevant ministries and institutions in Indonesia. Though CADEP deals with Pilot Flagship Programs which assist other developing countries, evaluation of Pilot Flagship Programs against target beneficiary country etc. will be examined as part of project activity of CADEP.

2.3. Result of Study

(1) Change of project title

It was agreed that the title of the Project has changed to "the Capacity Development Project for South-South and Triangular Cooperation (CADEP)" from the Capacity Development Project for South-South Cooperation (CADEP)"

(2) Target groups

Core Ministries of NCT (called as "empat Kaki" in Indonesian language which means four legs) are the most immediate group. Line ministries and implementing agencies as implementing function are considered as the next immediate group, which expertise of respective thematic knowledge can fully be utilized. While, beneficiary countries should get full attention of the former two sub-groups in Indonesia, so as to avoid supply-driven programs.

Although the target groups and priorities were set as the above, CADEP has to consider inclusive intervention of target groups, since the Grand Design aims to cover extensive stakeholders in Indonesia.

3. Study leaders' comment

3.1. SSTC Modality and Expected Role of Indonesia in international community

In the recent post-global crisis and multi-polar world, SSTC has been internationally considered as one of the effective and prospective tools for development. JICA recognizes that SSTC will be able to address global development challenges based on two basic implications[3]: it would complement the North-South Cooperation to speed-up the achievement of development goals, it provides emerging countries with the opportunity to enhance their capacity and gradually transform themselves into assistance providers.

3.1.1. Indonesia's future

Indonesia is internationally recognized one of the prospective emerging countries in the world, for instance, World Bank's panelist highlighted on the US-Indonesia Open Forum that Indonesia is an emerging dynamic middle income economy floating incredibly well[4]. Mc.Kinsey Global Institute stated that Indonesia's economy has enormous promise, already the 16th largest economy in the world and has the potential to be the seventh biggest by 2030.

[3] JICA's Support for SSC, JICA, Dec 2009

[4] Subham Chaudori, Emerging Indonesia, USINDO Brief, February 23, 2011, www.usindo.org.

GOI is quite aware of this rapid and steady growth in future, reflected the growth trend to the national development plan. The Master Plan[5], 2011-2025 issued by Coordinating Ministry of Economic Affairs estimates total GDP of USD 4.0-4.5 Trillion and USD 14,250-15,500 income/capita by 2025. As part of 3 main goals to attain such growth, it advocates "sustainable global competitiveness towards an innovation-driven economy"[6]. While there are risks involved in this development. ADB in its report even reminded on the risk and challenges of middle income trap, disparities, as well as institutional capacity [4].

How will GOI address this enormous challenge? One of the solutions that GOI made is international cooperation. With the notion of "Better Partnership for Prosperity" as the vision of its national policy of SSTC; GD and BP, GOI intends to promote SSTC hand in hand with acceleration of national development growth. With that plan, GOI hopes to gain momentum to transform itself towards a provider of SSTC and gain more confidence to play a more active role in the international arena such as G-20, ASEAN, as well as D-8, NAM.

3.1.2. Prestigious roles of Indonesia in international community

In the change of global development, international community expects Indonesia to play an active role to build a new architecture of SSTC, by acting as a representative of middle income countries and of a country in transient of recipient and provider of international cooperation. In 2012, Indonesia has received prestigious assignments. Firstly, the President Republic of Indonesia, DR. Susilo Bambang Yudhoyono was assigned as a co-chair of High Level Panel for Post 2015 Development Agenda , which promotes balance of sustainable economic, social, and environmental development with equity by promoting global partnership. At the same time, the Minister of BAPPENAS Dr. Armida Alisyahbana was assigned as a co-chair for Global Partnership, which promotes shifting the paradigm from aid effectiveness towards development effectiveness, through promoting knowledge sharing and concrete indicator of development context. GOI recognizes its expected active role in Working Group for Development under G-20. In 2013, GOI is also going to chair APEC, in which the focus is put on financial inclusion etc. Bali High Level Meeting on Knowledge Hub held in 2011 in cooperation with JICA, UNDP and WB, showed GOI's strong motivation on how the international cooperation will be handled toward future prominent roles in international community. GOI considers utilizing SSTC as leverage in a series of such international forums.

3.1.3. Indonesia in a high need for Capacity Development of SSC

By having high expectation and spirit for achieving economic progress, GOI is currently in an appropriate time to improve capacity for SSTC. To support this

[5] Acceleration and Expansion of Indonesia Economic Development 2011-2025
[6] Mc.Kinsey Global Institute, The archipelago economy: Inleashing Indonesia's Potential, Dec 2012.

transformation, since 2009 under the spirit of "Jakarta Commitment" on A4DE, JICA has actively facilitated the GOI's initiative in formulating the national policy of SSTC. Within the second term of Yudhoyono administration, GOI has started many initiatives for shifting paradigm in relation to the SSTC. Firstly, GOI strongly promoted debt management in which now the debt ratio to GDP is less than 30%, through sound development partnership along with the abolishment of Consultative Group on Indonesia. Secondly, GOI renewed its policy direction of development plan with new three pillars: Capacity Building, Investment Leverage and International Development Cooperation. The third pillar includes global, regional as well as bilateral cooperation in the form of SSTC. Thirdly, there are some progresses: SSTC has been identified in Mid Term Development Plan (RPJM) 2010-2014 which was to consolidate all SSTC activities including technical and economic cooperation. NCT and newly established directorate on International Development Cooperation in BAPPENAS are also results of such initiatives.

Yet, facing this dynamic change of the world, and domestic efforts, GOI definitely need capacity development support on SSTC; to improve quality on operation while keeping the basis on clear development policy direction. There are four challenges in addressing this capacity development support:

Challenge 1. Power of GD and BP of SSTC to proceed with the policy direction

GD and BP have been drafted, but legalization process of these documents needs time, which requires consensus by multi stakeholders in Indonesia such as several ministries in the cabinet as well as the parliament members. The process would be connected with budget allocation and program implementation. Meantime, the GD and BP haven't been fully understood among the staff of the four core ministries as well as line ministries. The spirit of GD and BP should wholly be understood and convinced by the core ministries first, who would have to convince other stakeholders such as line ministries.

Challenge 2. Fragility of ad-hoc coordination body

NCT was established as an ad-hoc body which consists of many ministries. The institutional mechanism is still fragile. Coordination among the ministries, which is highly expected and welcomed by line ministries, is not always easy to handle, since it crosses various institutions. Speeding up the process of how to clarify mandate and mechanism among the members of NCT would be a critical issue to gain support from stakeholders.

Challenge 3. Maintain the policy direction in the new cabinet

The general election in 2014 after the current Yudhoyono administration would be a critical point on policy direction including that of SSTC. How is this spirit maintained in the next administration? BAPPENAS needs to draft next RPJM based on the due-assessment of current RPJM; the activities of SSTC from 2011 to 2014.It is important that CADEP will help bridge this process, so that the RPJM could accommodate and elaborate the agenda of SSTC.

Challenge 4. Avoid supply-driven SSTC

GOI's focus on SSTC is still internal and domestic consolidation, which, however, has a risk of leading to supply-driven engagements, which should be avoided in consideration of development effectiveness of engagements. Under such circumstance, CADEP should highlight realities in partner countries as well as GOI's analysis of the realities in partner country in view of development effectiveness. Generally speaking, GOI collects information on the needs of partner countries, which, however, is not sufficient. To achieve development effectiveness, GOI should have a capacity to carefully examine the presented needs by partner country accompanied by the realities of partner country, create the design of engagement with the partner country rather than start from modalities of engagement. For the clarity of GOI's understanding this effect, this process should be implemented through actual engagement as a pilot case, combined with single country engagement as partner country, the joint analysis, planning, implementation and evaluation of the pilot case (called Pilot Flagship Program in the PDM). GOI will be able to elaborate the importance of development effectiveness with the experiences of program implementation, which will be very persuasive and prestigious as a one of leading developing country in the world.

3.2. JICA's position and direction of support for Indonesia

JICA needs to build a partnership with Indonesia through SSTC for future Indonesia-Japan relation, established on the assets which are cooperation results in the past created by numerous collaborations between Indonesia and Japan. More than 50 years cooperation fostered wide variety of competent institutions and human resources in handling SSTC. For instance Electronic Engineering Polytechnic Institute of Surabaya, Multi Media Training Center, Singosari Artificial Insemination Center owns nice track record of SSTC engagements in the past using the knowledge shared through bilateral cooperation. In terms of partnership, Japan and Indonesia already have an umbrella agreement, Japan-Indonesia Partnership Agreement signed by then foreign ministers of both countries in 2008. SSTC between Japan and Indonesia must be transformed into a new partnership relationship stage by stage, in which the both countries could build a motivation of addressing global agendas in collaborative manner as equal partners, so that the two-country-relation will be able to present a model solution in international community.

3.3. Root cause of problems of Indonesia's SSTC

Underlying cause of problems of Indonesia's SSTC is symbolized as fragmentation. Due to temporary dysfunction of national coordination mechanism CCITC after Asian economic crisis, each ministry has been implementing SSTC respectively. Consequently, the Indonesia practitioners didn't clearly recognize policy at national level on SSTC, which turned out that GOI couldn't utilize SSTC for national development of Indonesia. On the other hand, statistical information is very hard to be extracted; little is known about the budget and volume of operation although all the GOI practitioners feel that SSTC is certainly growing in Indonesia. Currently, those implementations scattered in respective ministries should be consolidated and coordinated under one umbrella of national policy.

4. Institutional framework of SSTC in Indonesia

Policy framework of SSTC has been strengthened through establishment of NCT and drafting process of policy documents called Grand Design and Blue Print. Line ministries are supportive to this initiative. National coordination of SSTC has been slowly but steadily started since early 2000s, though support and advice will be required from Development Partners.

4.1. GD and BP

As of the issuance time of this report, both GD and BP are still draft status in GOI, have been in the official approval process in GOI since 2011. Though both original drafts were supported through a series of studies in 2010 by JICA, the both documents were significantly revised through the approval process in GOI. For instance, GD has been renamed and modified as Concept Note. However, the contents and role of Concept Note in Indonesia's SSTC policy has not been clear yet. Since the both documents are evolving and it is difficult to capture up-to-date profile, this report discusses GD and BP with the original drafts and collected information through various interactions between JICA and GOI.

GD[7] is a policy document of SSTC in long-term period (15 years from 2011 to 2025). BP is an action plan of SSTC policy in mid-term period, 4 years from 2011 to 2014. GD divides its fifteen-year term into three periods: Period I (2011-2014), Period II (2015-2019), and Period III (2020-2025). Current BP1 covers Period I. Each period was connoted as follows:

Period I. Stronger coordination within revitalized institutional framework
Period II. New emerging partner in innovative SSTC for development
Period III. Stronger Partnership within Innovative and Inclusive SSTC

[7] According to GOI, the GD has been modified as Concept Note. However, the contents and role of Concept Note in Indonesia's SSTC policy has not been clear yet. Thus, this report discusses GD and BP only.

Period I aims to solidify coordination among government institutions of SSTC through NCT as an inter-ministerial body. Thus, this period does not create an institution dedicated to SSTC. It rather utilizes formerly-existed-style of CCITC, by "re-vitalizing" it as NCT. During the period, main target stakeholders are government entity: the four core ministries of NCT, line ministries and implementing agencies. The period addresses the fragmentation of stakeholders in Indonesia's SSTC.

Period II aims to expand Indonesia's SSTC in the world, as an initiator of new SSTC practices, with the participation of wider stakeholders such as private sector, academia, and civil society. Period III aims to further strengthen both coordination (Period I) and expansion of SSTC (Period II), though it appears that this period "simply strengthens" the previous two periods.

So far, BP is drafted for Period I only, which is supposed to articulate the process of "re-vitalization" with a) policy direction and strategy and b) action steps. It deals with the following seven issues.

a. Legislation,
b. Coordination and institutional framework,
c. Financing,
d. Program development,
e. Knowledge management and information system,
f. Promotion and publication,
g. Monitoring and evaluation.

Though these issues cover extensive array of activities, the highlights on respective issues are as follows. The legalization undertakes legalization process of GD and BP as well as SOPs. The coordination and institutional framework mainly deals with building collaborative business flow among the four core ministries, line ministries, and implementing agencies. The financing aims to create a budget ID dedicated to SSTC (aiming diversification of funding resources in its mind as well for Period II). The program development is to create Flagship Programs utilizing Knowledge Hubs with project-type cooperation on its basis, which are categorized in three fields: Development, Good Governance, and Economic. The knowledge management and information system encompasses utilization of knowledge management process in business process and identification of statistical information on implemented programs. Monitoring and evaluation is to deal with those of each program as well as the whole policy framework.

4.2. NCT

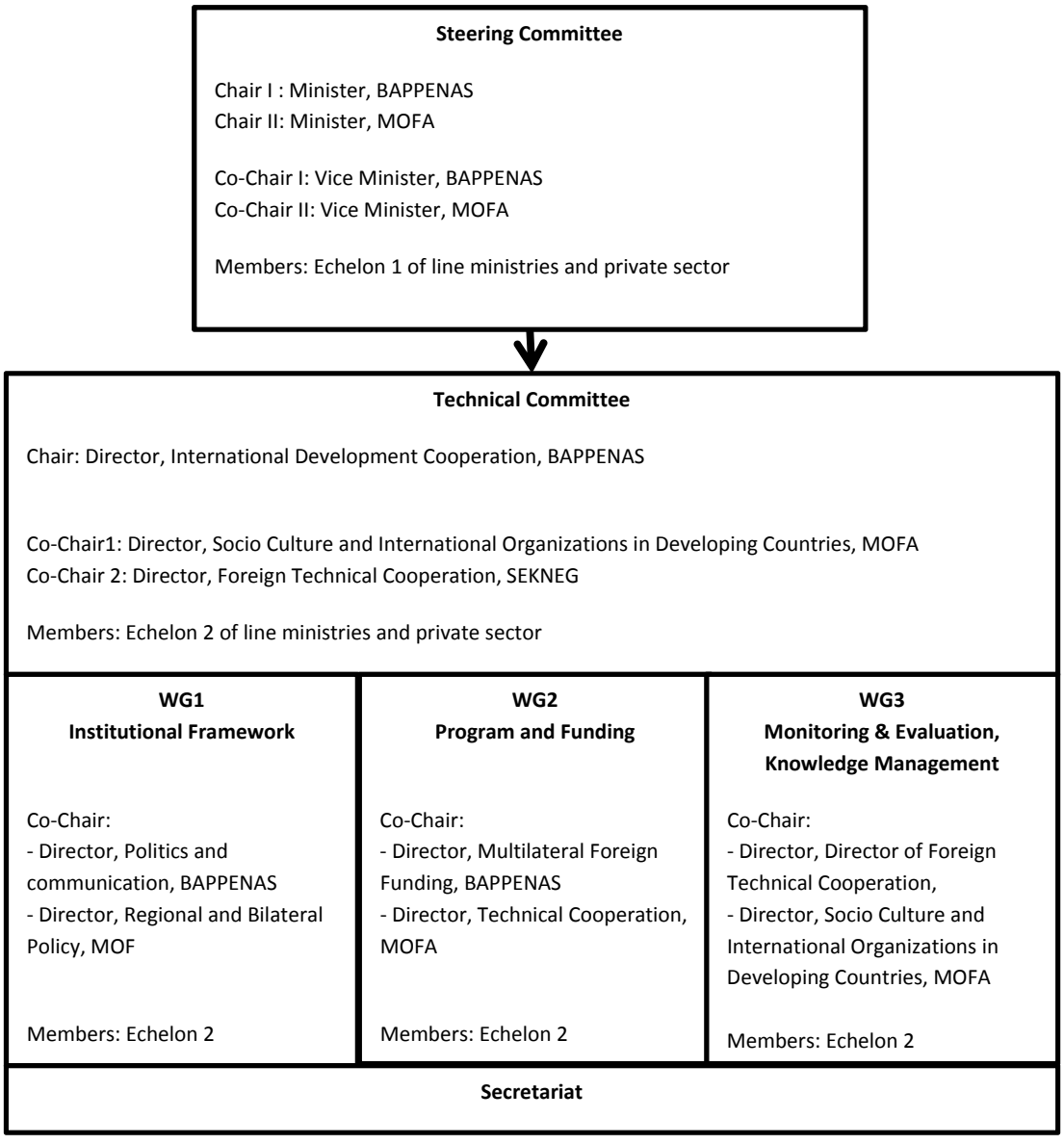
NCT is an inter-ministerial coordination body, mainly consists of six institutions of the four core ministries (though line ministries and private sector representatives are included in the structure, their presence is ad-hoc basis). It was established in 2010 with a ministerial decree

of BAPPENAS. The budget of NCT in 2013 5 Billion Rupiah (approximately 500 Thousand US$, 50 Million Japanese Yen), which includes both management of secretariat and operation of some engagements. The structure of NCT is show in Chart 1. It is governed by 2 committees:

- The Steering Committee (also called as Steering Team) is to show directions of SSTC policy, coordinate efforts and facilitate action plan of SSTC, with ministers of BAPPENAS and MOFA as chair (co-chaired by vice ministers of the same ministries), which members are ad-hoc basis line ministries and private sectors;
- The Technical Committee (also called as Implementation Team) is to prepare plans based on directions by Steering Committee, decide activity schedule and activities, formulate policy concept, coordinate and facilitate activities, strive to solve problems, prepare various matters and materials, any other duties designated by Steering Committee, and report the results to Steering Committee. The committee is led by directors of BAPPENAS and MOFA (in reality, this committee is where the four core members are concentrated and overlapped each role), under which three WGs are located: WG1 as Institutional Framework, WG2 as Program and Funding, and WG3 as Monitoring & Evaluation, Knowledge and Management. Under the activities of WGs including the Technical Committee as a whole are supported by Secretariat which consists of staff of the four core ministries. The members of NCT have been revised a few times since 2010; NCT was originally led by vice ministers in Steering Committee, Directorate of Multilateral Foreign Funding of BAPPENAS in Technical Committee, then Steering Committee was elevated to minister level (with vice ministers as back-up), Technical Committee's chair was replaced by newly established International Development Cooperation Directorate of BAPPENAS in December 2012.

As mentioned in the previous chapter, NCT takes similar governing style of formerly-existed CCITC. However, there is a distinct difference in leading institution and its implication. NCT is led by BAPPENAS, having considered SSTC to leverage national development (while, CCITC was led by SEKNEG in consideration of the political system at that time).

Figure 1 Structure of NCT



5. Scope and position of the project

5.1. Position of project

The project period of CADEP (2013-2016) covers two periods of Grand Design: Period I (2011-2014) and Period II (2015-2019). CADEP supports GOI to smoothly bridge the two periods: establish solid coordination system of Period I, ensure smooth start of Period II, with the cycles of policy and operation spinning. It is expected to support in-depth evaluation of policy implementation of SSTC since 2011, accompanied by recommendations to the next term of RPJM. CADEP also helps Indonesia put development effectiveness into practice, through which GOI aims to develop innovative approaches of SSTC in view of international community.

CADEP catalyzes functionalization of NCT, in which ownership of NCT on CADEP should be emphasized during the project implementation period. CADEP will not be independent from the activities of NCT, but it should be embedded in and aligned to NCT's day-to-day business, which will ensure sustainable development of SSTC in long-term period.

Meantime, the on-going JICA Project: the Project on Knowledge Management for South-South Cooperation (until May 2013) will accomplish half cycle of knowledge management process: SECI model (Socialization, Externalization, Combination, and Internalization). CADEP will succeed the remaining half cycle of Externalization and Internalization, multiply the cycle to overall activities of NCT, and spin the knowledge management cycles in various levels and aspects of NCT. Thus, knowledge management will be pervasively owned and practiced by NCT.

5.2. Scope of project

5.2.1. Synchronize policy aspect and operational aspect

From 2009 to 2012, policy aspect including policy and institutional framework and development plan of SSTC was strengthened through various outputs, such as the establishment of NCT, formulation of GD, BP, SOPs, Evaluation Guideline and studies. The Bali HLM in July 2012 elevated the outcome, with the announcement that Indonesia becomes a national knowledge hub.

NCT is in a view that it is time to utilize these outcomes into real operation, evaluate the outcomes, and feedback the evaluation results to policy aspect. CADEP is expected to synchronize these two aspects. With those synchronized, NCT will be able to achieve the targets set out in GD and BP.

In Policy Layer, CADEP helps NCT assess policy implementation up to the present and make recommendations towards the next RPJM and BP Period II, with the notion of development effectiveness.

Whilst, in Operation Layer, CADEP support NCT to plan, implement and evaluate pilot Flagship Programs. Through the process, CADEP provides various learning opportunities on development issues and project management.

Pilot Flagship Programs are selected from both bilateral South-South Flagship Programs and/or triangular programs. The process of planning, implementation and evaluation of pilot Flagship Programs can be embedded in the system of NCT. NCT already possesses Standard Operation Procedures (SOPs), however the existing SOPs should be tested and reviewed through actual operation cycle of CADEP. The pilot Flagship Programs are results-based engagements which addresses development issues of beneficiary countries with due analysis of beneficiary needs and socio-economic development status, while maintaining basic principles of SSTC such as mutual opportunity, equal partnership, and demand-driven. The pilot Flagship Programs are expected to give an impact on the development of partner countries, accompanied with long term impact on the national development of Indonesia. Extracted results of the pilot Flagship Programs are to be fed back to policy implementation, in which NCT can accumulate knowledge and experiences on development effectiveness.

5.2.2. Results-Based approach while ensuring national interest

Results-Based approach is the part that Japan's knowledge and experiences over half century in the field of development assistance can provide additional value, which was ascertained by the development of Indonesia through numerous bilateral cooperation programs.

While, peculiarities of SSTC should also be ensured and deepened thorough the project implementation, such as mutual opportunity, equal partnership, and demand-driven. In particular, holistic opportunities and benefits to GOI should be elucidated in the project implementation process, so that segmented stakeholders of SSTC in Indonesia can understand the merits of integration. In addition, values of triangular cooperation should be further pursued and clarified in this process. To achieve these points, involvement of beneficiary countries in engagements is most critical points to be considered with well-managed external and internal coordination.

5.2.3. Other points to be considered

WB, UNDP, JICA and other Development Partner's knowledge on development assistance should be consolidated, since capacity development of SSTC is relatively new area, there is few standards and theories. SSTC itself is rapidly transforming its posture amid significant contribution by emerging countries. Under such dynamic situation, utilizing knowledge developed by Development Partners and facilitate peer-learning among knowledge hubs (provider countries) should link to expand the project results.

On the other hand, every aspect of project management cycle of CADEP itself will provide NCT-SSTC with valuable learning opportunities. JICA is expected to share the management process with NCT-SSTC as much as possible, even if JICA finds a certain procedure / materials unnecessary for JICA internal regulations.

CADEP is a good learning tool for JICA itself, to deepen the knowledge on rapidly changing structure of SSTC. This collaborative attempt of CADEP will be able to extract determinants of future SSTC in global development community, considering various roles of Indonesia in international development agendas.

6. Support by JICA on SSTC

6.1. From the 1980s to the early 2000s

In these periods, JICA mainly supported Indonesia's SSTC through formulation of SSTC programs such as TCTP, TCE. In this period, the following characteristics are observed.

- JICA mainly took the initiative from early stage of planning, to implementation and evaluation. Indonesia's role is to provide capacity: human resources and logistics in the case of trainings.
- Mostly Group Type trainings were implemented which invite several countries (generally one participant per country) per training.
- The engagements were considered as an exit strategy of a successful cooperation by Japan to Indonesia. In the period, many training centers were developed in various sectors. The idea was to utilize the centers and disseminate the Japan-supported knowledge to other developing countries.

At that time, Indonesia didn't identify SSTC as a priority of national development yet. Thus, GOI's tends to become receptive to JICA's initiative.

6.2. From the early 2000s to the current

In this period, Indonesia's awareness of SSTC in priorities of national development prompted two major changes on JICA's support to SSTC.

- JICA considers Indonesia as partner; collaborative involvement of the two countries from the early stage of planning is promoted, although classical way of operation never dies out.
- Support to capacity development of SSTC started. From 2009, various supports were implemented through studies, workshops, trainings etc.

In 2012, SSTC was identified as one of three pillars of Japan's bilateral assistance to Indonesia: Support for improvement of the capacity to respond to challenges in the Asian region and the

international community. CADEP was requested by GOI in this context, by embody the above two initiatives, elevating SSTC to a new dimension.

7. Results of Ex-Ante Evaluation

The implementation of this project is judged to be of significance in light of its consistency with the Indonesia's development policies, needs and Japanese assistance policy, and that the plan of the project is recognized as appropriate.

For details, refer to the attached Ex-Ante Evaluation Sheet.

■

Attachment

1. Request of the Project
2. Draft R/D
3. PDM and PO
4. Interview record
5. List of collected materials
6. Ex-Ante Evaluation Sheet

Attachment 1

Request of the Project

Application Form (Technical Cooperation Project/ Technical Cooperation for Development Planning)

APPLICATION FORM FOR JAPAN'S TECHNICAL COOPERATION

1. Date of Entry: Day 20 Month 9 Year 2011
2. Applicant: The Government of Indonesia
3. Project Title: Capacity Development Project for South-South Cooperation (CADEP-SSC)
4. Contact Point (Implementing Agency): Ministry for National Development Planning (Bappenas) / National Coordination Team on South-south Cooperation
   Address: Jl. Taman Suropati No. 2, Jakarta 10310, Indonesia
   Contact Person: Dewo Broto Joko Putranto/Director for Multilateral Foreign Funding - Bappenas
   Tel. No.: 62-21-3160159 Fax No. 62-21-31934203
   E-Mail: dewobjp@bappenas.go.id/ multilateral.bappenas@yahoo.com

5. Background of the Project
   Indonesia has been implementing South-South Cooperation (SSC) projects since 1981, through the State Secretariat (SETNEG). In 2006, Ministry of Foreign Affairs (KEMLU) re-established Technical Cooperation Directorate (KSD). In 2009, National Development Planning Agency (BAPPENAS) signed. Jakarta Commitment, in which SSC was identified as one of the issues to be addressed, and stated in the National Medium Term Development Plan (RPJMN) 2010-2014.

   In 2010, with JICA support, a policy paper was drawn up by Bappenas, whereby a Ministerial Decree was enacted and it set up the National Coordination Team on SSC that consists of Kemlu, Ministry of Finance, SETNEG, Bappenas, and other related line ministries. The Government of Indonesia (GOI) is in the process of finalizing and launching new policy framework of SSC: the Grand Design 2011-2025 and Blue Print 2011-2014. Regarding this, GOI needs to address various issues to strengthen the national capacity of SSC, one of which is institutional and coordination framework.

6. Outline of the Project
   (1) Overall Goal
   Indonesia's SSC is expected to be effectively and efficiently managed based on the spirit of mutual benefit that further contribute to the economic cooperation through stronger coordination.

   (2) Project Purpose
   Coordination and management capacity on SSC in Indonesia is strengthened in line with the Grand Design and the Blue Print which lead to the institution building of SSC Indonesia.

   (3) Outputs
   a) The National Coordination Team of SSC can develop clear strategic intervention regarding Indonesia SSC.
   b) The National Coordination Team can make necessary arrangement to coordinate and manage multi stakeholders involved in Indonesia SSC.
   c) The national coordination Team can facilitate the implementation the pilot projects of the quick win program.

   (4) Area to be covered by the Project
   Jakarta, Indonesia

   (5) Project Activities
   Focus Group Discussion (FGDs), Workshop and Seminar in Indonesia, Country Focused Training in Japan, Research in both Indonesia and abroad (emerging countries), implementation of pilot projects of SSC.

   (6) Input from the Recipient Government
   Cost sharing of FGD/Workshop/Seminar expense, travel expense of counterparts, cost of pilot project.

   (7) Input from the Japanese Government
   Short term expert (consultants), support to project activities.

7. Implementation Schedule
   Month 6 Year 2012 ~ Year 2105

Att 2

Att 3

8. **Description of Implementing Agency:**
The National Coordination Team on SSC that inter-ministerial body of SSC is the main counterpart institution of this project. The coordination team is currently lead by Bappenas, with close contact with the core members: SETNEG, KEMLU, and MOF.

9. **Related Information**

(1) Prospects of further plans and actions/ Expected funding resources for the Project:

The future plan will be discuss further during the implementation of the activities.

(2) Projects by other donor agencies, if any:

In terms of capacity development of policy formulation of SSC, UNDP implements ECBAM (Enhancing Capacity for Better Aid Management) project (up to 2011) which will be extended as a project specially designed for SSC (legal and /or information management field), World Bank implements knowledge sharing/knowledge exchange facility which is a distance learning scheme among southern countries.

In terms of project implementation in sectors, AusAid assist project to Afghanistan, Colombo Plan assists group type of international trainings (equivalent of JICA's third country training program). The GOI implements several group and country-focused types of international trainings (eg. Timor Leste on forestry, Palestine, Africa, Pacific countries).

(3) Other relevant Projects (Activities in the sector by the recipient government and NGOs), if any:

Various schemes of past assistance extended by Japan are related in terms of the utilization of past cooperation asset of Japan. The project is going to utilize the asset of past JICA cooperation projects.

(4) Other relevant information (Available data, information, documents, maps, etc. related to the Project)

A Technical Cooperation Project of JICA "Development of Knowledge Management System to Support Aid for Development Effectiveness" deals with best practice cases of SSC in Indonesia. The project will start from Japanese Fiscal Year of 2011.

10. *Global Issues (Gender, Poverty, Climate change, etc.)*

The project highly considered the gender equality, climate change and poverty reduction program. These issues will be mainstreamed in the programming and institution of Indonesia SSC.

11. **Environmental and Social Considerations**

In the case of Technical Cooperation Project, Technical Cooperation for Development Planning and Grant Aid, the attached "Screening Format (environmental and social consideration)" must be filled and submitted with this survey sheet.

12. **Beneficiaries**

The beneficiaries are expected to be Government of Indonesia and other developing countries including low income countries.

13. **Security Conditions**

The Policy directions of SSC GOI will no change. There will be no significant changes on socio-economic development status of Indonesia and in the world.

14. **Others**

Signed: _____

Title: _____

On behalf of the Government of _____

Date: _____

Attachment 2

Draft R/D

RECORD OF DISCUSSIONS

ON

CAPACITY DEVELOPMENT PROJECT FOR SOUTH-SOUTH AND TRIANGULAR COOPERATION (CADEP-SSTC)

IN

THE REPUBLIC OF INDONESIA

AGREED UPON BETWEEN

NATIONAL COORDINATION TEAM ON SOUTH-SOUTH AND TRIANGULAR COOPERATION (NATIONAL DEVELOPMENT PLANNING AGENCY)

AND

JAPAN INTERNATIONAL COOPERATION AGENCY

Jakarta, April , 2013

Atsushi Sasaki
Chief Representative,
JICA Indonesia Office,
Japan International Cooperation Agency

Tb. A. Choesni
Director for International Development Cooperation
Ministry of National Development Planning/ National Development Planning Agency (BAPPENAS)
As Chair of Technical Committee
National Coordination Team on South-South and Triangular Cooperation (NCT)

In response to the official request of the Government of the Republic of Indonesia (hereinafter referred to as the “GOI”) to the Government of Japan, the Japan International Cooperation Agency (hereinafter referred to as “JICA”) held a series of discussions with the National Coordination Team on South-South and Triangular Cooperation (hereinafter referred to as “NCT”) and relevant organizations to develop a detailed plan of the Capacity Development Project for South-South and Triangular Cooperation (CADEP-SSTC) (hereinafter referred to as “the Project”).

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively, and to request their respective governments to proceed with the necessary procedures for implementation of the Project.

Both parties also agreed that NCT, the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the Republic of Indonesia.

The Project will be implemented within the framework of the Colombo Plan Technical Cooperation Scheme between the Government of Japan (hereinafter referred to as the “GOJ”) and the GOI.

Appendix 1: Project Description
Appendix 2: Main Points Discussed

Appendix 1

PROJECT DESCRIPTION

I. BACKGROUND

GOI identifies Asia-Africa Conference in 1955 as its ideological origin of South-South and Triangular Cooperation (hereinafter referred to as "SSTC"), started Technical Cooperation among Developing Countries from 1981 with the State Secretariat as the de-facto focal point in GOI. However, after the Asian Financial Crisis hit Indonesia in 1998, temporary decline of SSTC by GOI weakened national coordination function. As the SSTC increases from 2000's in accordance with economic recovery of Indonesia, the SSTC was scattered in ministries respectively. GOI recognized the fragmentation of national coordination as the most serious problem in Indonesia's SSTC.

Meanwhile, overlapping this rising period, GOI acquired various opportunities and motivations to promote SSTC such as GOI's joining G20 member country, Middle Income Country. GOI set to strengthen the national coordination function.

In terms of domestic coordination, Technical Cooperation Directorate was re-established in Ministry of Foreign Affairs in 2006. In 2009, the Jakarta Commitment, which is an agreement document of aid coordination, set out SSTC as one of important pillars. In 2010, SSTC became part of Mid-Term Development Plan. In the same year, NCT was established by a ministerial decree of Ministry of National Development Planning / National Development Planning Agency (hereinafter referred to as "BAPPENAS"), with four core ministries: BAPPENAS, Ministry of Foreign Affairs, Ministry of State Secretariat, and Ministry of Finance. Grand Design and Blue Print of SSTC were drafted in 2011 and are under GOI's approval process. In November 2012, Directorate for International Development Cooperation was established in BAPPENAS.

Grand Design divides its fifteen-year term (2011-2025) into three periods: Period I (2011-2014), Period II (2015-2019), and Period III (2020-2025). Current Blue Print covers Period I. Period I, which was connoted as "Stronger coordination within revitalized institutional framework", aims to solidify coordination among government institutions for SSTC through NCT. Period II: "New emerging partner in innovative SSTC for development" aims to expand Indonesia's SSTC in the world, as an initiator of new SSTC practices. Period III "Stronger Partnership within Innovative and Inclusive SSTC" further strengthen coordination and expand SSTC practices in the world. The descriptions of Period II and III are subject to further coordination by the future/ next administration of the government.

Whilst, in terms of international arena, GOI, The World Bank (WB), JICA and United Nations Development Programme (UNDP) co-hosted an international conference, Bali High Level Meeting: Toward Country-Led

Knowledge Hubs (Bali HLM), empathized Indonesia's leading role of SSTC internationally. Currently, GOI has become co-chair of important international agendas: Global Partnership as post Busan High Level Forum, post-2015 Development Agenda. It is expected that GOI's role in international community will catch more attention.

Under such circumstance, GOI's initiative on promoting SSTC was supported by JICA in terms of: 1. Mainstreaming SSTC to national policy, 2) Enhancing human resources for international development cooperation, 3. Improving quality of SSTC, with a series of studies, surveys, and trainings. Currently a Technical Cooperation Project "Project on Knowledge Management for South-South Cooperation" is under implementation, with NCT (BAPPENAS) as the partner institution from March 2012 to May 2013 for the period of one year and two months. CADEP-SSTC was requested in 2011-Needs Survey by GOI, which strengthens function of NCT for the period of three years, and approved by the government of Japan in 2012.

II. OUTLINE OF THE PROJECT

Details of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex I) and the tentative Plan of Operation (Annex ll).

1. Title of the Project

Capacity Development Project for South-South and Triangular Cooperation (CADEP-SSTC)

2. Overall Goal

NCT expand SSTC as a new emerging partner in innovative SSTC for development.

3. Project Purpose

To support NCT to establish the basis of expanding SSTC as "a new emerging partner in innovative SSTC for development" through strengthened SSTC coordination within revitalized institutional framework.

4. Outputs

(Policy Layer)

NCT implements Blue Print Period I, reviews the process, plans Blue Print Period II, and start implementing the Period II process.

(Operation Layer)

NCT manages Pilot Flagship Programs with strengthened program management cycle.

5. Activities

1. Policy Layer
   - 1.1 Review of policy implementation of SSTC in Indonesia
     - 1.1.1 Disseminate the contents of current Grand Design and Blue Print.

1.1.2 Review the progress and outcome of SSTC activities (2011-2014).
1.1.3 Draw lessons learned and recommendation for Blue Print Period II.
1.1.4 Share the outcome with stakeholders and publish the outcome as an academic paper for RPJM (Mid-Term Development Plan) 2015-2019.
1.1.5 Identify development effectiveness of Pilot Flagship Programs.
1.1.6 Assess and develop SOPs (Standard Operation Procedures).

1.2 Institutional and Coordination Strengthening
1.2.1 Develop standard of implementing agencies, experts, and lecturers.
1.2.2 Strengthen coordination between the government and private sectors in SSTC implementation
1.2.3 Establish a special team for South-South economic cooperation strengthening trade and investment
1.2.4 Establish regular dialogue forums involving extended stakeholders
1.2.5 Conduct a study to collect information on strategy formulation for the facilitation of South-South economic cooperation.
1.2.6 Review the management cycle of NCT.

1.3 Funding
1.3.1 Develop a cooperation model on triangular cooperation with development partners
1.3.2 Make recommendation on the state budget mechanism of SSTC.
1.3.3 Conduct a study on linkage of financing partnership of private sectors and state-owned enterprises through CSR or PPP or other innovative mechanisms including practices of Development Partners and emerging countries.

1.4 Promotion and Publication
1.4.1 Develop communication strategy including branding for publication, campaign and promotion mechanisms of SSTC Indonesia in both print and visual, inside and outside the country.
1.4.2 Build awareness of NCT and line ministries regarding national strategy for SSTC promotion and publication through strategy books publication.
1.4.3 Produce promotion materials (pamphlets, newsletters, short videos).
1.4.4 Promote Indonesia's SSTC through both international and domestic forums.
1.4.5 Develop and disseminate system for the management of information and knowledge.
1.4.6 Outreach in the form of dissemination of policies and government regulations involving local governments, private sectors, NGOs / CSOs, universities and development partners

1.4.7 Publish annual report for the public.
1.4.8 Have dialogue in a variety of media, both print and electronic

1.5 Monitoring and Evaluation
1.5.1 Facilitate formulation of evaluation guideline for Indonesia's SSTC policy
1.5.2 Formulate monitoring and evaluation guideline for the SSTC programs.

2. Operation Layer
2.1 Inception Stage
2.1.1 Review criteria and mechanism of Pilot Flagship Programs.
2.1.2 Familiarize the existing Standard Operation Procedures (SOPs) among NCT and develop introductory contents of SOPs to line ministries / implementing agencies.
2.1.3 Develop data set of programs and incentive mechanism to collect data.

2.2 Socialization Stage
2.2.1 Increase capacity of NCT, line ministries, implementing agencies and staff of Embassies of Indonesia on development issues and program management through seminars and knowledge hubs.
2.2.2 Socialize: a) criteria, b) mechanism, c) SOPs, d) necessary data set of Pilot Flagship Programs and e) required standard of implementing agencies, lecturers, and experts to line ministries and implementing agencies.
2.2.3 Advise line ministries / implementing agencies for formulation ideas of Pilot Flagship Programs.

2.3 Designing Stage
2.3.1 Analyze potential needs from beneficiary countries through fact finding analysis using the network of Embassies of Indonesia (in the case of triangular, with the JICA network).
2.3.2 Coordinate potential needs and supplies, make concept of Pilot Flagship Programs.

2.4 Planning Stage
2.4.1 Request making proposals to line ministries
2.4.2 Support line ministries / implementing agencies to prepare proposals.
2.4.3 Assess and select proposals of Pilot Flagship Programs, by ensuring impact for the development of both beneficiary country and Indonesia.
2.4.4 Give approval of Pilot Flagship Programs to line ministries / implementing agencies.
2.4.5 Facilitate communication between line ministry / implementing agency and partner country

2.4.6 Reach agreement between Indonesia and partner country (with Development Partner in the case of triangular Pilot Flagship Programs).

2.5 Implementation stage
2.5.1 Implement Pilot Flagship Programs.
2.5.2 Give necessary services such as visa, communication with Embassy of Indonesia, partner country.
2.5.3 Monitor the implementation of Pilot Flagship Programs.
2.5.4 Publicize the implementation to the public.

2.6 Evaluation and information management stage
2.6.1 Apply evaluation system to Pilot Flagship Programs with beneficiary countries (and Development Partners in the case of triangular Pilot Flagship Programs).
2.6.2 Document best practices in information system and knowledge management
2.6.3 Develop software and hardware, and publish the result through a website.
2.6.4 Prepare annual statistical report and evaluation reports based on the collected data.

6. Input

(1) Input by JICA

-Long-term expert (Chief Advisor / SSTC Policy, Coordinator / Management of SSTC Programs)
-Short-term experts
-Local staffs
-Pilot Flagship Programs
-Studies, Researches, Surveys, Mission dispatches
-Workshops, Seminars
-Internship, Trainings
-Office equipment, etc.

(2) Input by NCT

NCT will take necessary measures to provide at its own expense:

(a) Services of NCT's Project Director, counterpart personnel and administrative personnel as referred to in II-7;
(b) Suitable office space with necessary equipment;
(c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;
(d) Available data (including maps and photographs) and information related to the Project;
(e) Running expenses necessary for the implementation of the Project;
(f) Expenses necessary for transportation within the Republic of Indonesia of the equipment referred to in II-6 (1) as well as for the installation, operation and maintenance thereof.

7. Implementation Structure

The Project organization chart is given in the Annex lll. The roles and assignments of relevant organizations are as follows:

(1) NCT

(a) Project Director

Director for International Development Cooperation, Ministry of National Development Planning/ National Development Planning Agency (BAPPENAS), as Chair of Technical Committee of National Coordination Team for South-South and Triangular Cooperation (hereinafter referred to as “NCT”) shall bear overall responsibility for the administration and implementation of the project.

(2) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to NCT on any matters pertaining to the implementation of the Project

(3) Local Consultants

Local consultants will have close coordination with the secretariat of NCT for implementing the activities given.

(4) Joint Coordinating Committee

Joint Coordinating Committee (hereinafter referred to as “JCC”) will be established in order to facilitate inter-organizational coordination. JCC will be held at least once a year and whenever deems it necessary. JCC will approve a work plan, review overall progress, conduct monitoring and evaluation of the Project, and exchange opinions on major issues that arise during the implementation of the Project. A list of proposed members of JCC is shown in the Annex lV.

8. Project Site(s) and Beneficiaries

The project site is the entire territory of the Republic of Indonesia. While the Pilot Flagship Programs will take place at selected beneficiary countries.

The beneficiaries are as follows:

(1) Primary Target Group: government institutions

a. Core Ministries of NCT: Ministry of National Development Planning / National Development Planning Agency (BAPPENAS), Ministry of Finance, Ministry of Foreign Affairs, and Ministry of State Secretariat.

b. Line ministries and implementing agencies related to the implementation of SSTC programs

c. Beneficiary countries (through Pilot Flagship Programs)

9. Duration

The duration of the Project will be three (3) years as shown in the Plan of Operation as per Annex II.

10. Reports

JICA will prepare the following reports.

(1) 20 copies of Inception Report in English at the commencement of the first work period in Indonesia
(2) 30 copies of Interim Reports in English and in Indonesian (Bahasa) at the time about eleven (11) and fifteen (23) months after the commencement of the first work period in Indonesia
(3) 30 copies of Final Report in English and in Indonesian (Bahasa) (which will be open to the public) within one (1) month of the receipt of the comments on the Draft Final Report
(4) Other necessary working papers in English and in Indonesian (Bahasa)

11. Environmental and Social Considerations

(1) NCT agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF NCT AND THE GOVERNMENT OF INDONESIA

1. The Government of Indonesia in accordance with the prevailing laws and regulations in Indonesia will take necessary measures to:
   (1) ensure that the technologies and knowledge acquired by Indonesian nationals as a result of Japanese technical cooperation contributes to the economic and social development of the Republic of Indonesia, and that the knowledge and experience acquired by the personnel of the Republic of Indonesia from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
   (2) grant privileges, exemptions and benefits to members of the JICA experts referred to in II-6 (1) above and their families, which are no less favorable than those granted to experts of third countries performing similar missions in the Republic of Indonesia under the Colombo Plan Technical Cooperation Scheme;
   (3) provide security-related information as well as measures to ensure the safety of the JICA experts;
   (4) permit the JICA experts to enter, leave and sojourn in Indonesia for the duration of their assignments therein and exempt them from foreign registration requirements and consular fees;
   (5) exempt the JICA experts from taxes and any other charges on the equipment, machinery and other material necessary for the implementation of the Project;
   (6) exempt the JICA experts from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to them and/or remitted to them from abroad for their services in connection with the implementation of the Project, in accordance with the prevailing laws and regulations in Indonesia; and
   (7) meet taxes and any other charges on the equipment, machinery and other material, referred to in II-6 above, necessary for the implementation of the Project;
   (8) Information as well as support in obtaining medical service;
   (9) Credentials or identification cards;
   (10) Necessary facilities to members of the JICA missions for the remittance

as well as utilization of the funds introduced into the Republic of Indonesia from Japan in connection with the implementation of the Project.

2. The Government of Indonesia will bear claims, if any arises, against the JICA experts resulting from, occurring in the course of, or otherwise connected with, the discharge of their duties in the implementation of the Project, except when such claims arise from gross negligence or willful misconduct on the part of the JICA experts.

IV. EVALUATION

JICA and NCT will jointly conduct terminal evaluation upon completion

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, NCT will take appropriate measures to make the Project widely known to the people of the republic of Indonesia.

VI. MUTUAL CONSULTATION

JICA and NCT will consult each other whenever any major issues arise in the course of Project implementation.

VII. AMENDMENTS

The Record of Discussions may be amended by the minutes of meetings between JICA and NCT.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

Annex I Logical Framework (Project Design Matrix: PDM)
Annex II Tentative Plan of Operation (PO)
Annex III Project Organization Chart
Annex lV List of Proposed Members of Joint Coordinating Committee
Annex V Goods / Services

Capacity Development Project for South-South and Triangular Cooperation (CADEP-SSTC)
Project Design Matrix,
PDM Version 6.1

Annex I

Project Tile: Capacity Development Project for South-South and Triangular Cooperation (CADEP-SSTC)
Implementation Agency: National Coordination Team on South-South and Triangular Cooperation, Indonesia (NCT) (National Development Planning Agency)

Target Group: Ministries engaging in South-South cooperation
Target Area: Indonesia as a whole
Project Period: May 2013 – April 2016 (three years)
PDM Version 6.1

Summary of Project	Objectively Verifiable Indicator	Means of Verification	Important Assumption
Overall Goal (to be attained 3 years after the end of the Project) NCT expands SSTC as a new emerging partner in innovative SSTC for development.	1. Indonesia increases the number of new SSTC program annually. 2. The Technical Committee of NCT proposes a new program modality to The Steering Committee of NCT. 3. The government of Indonesia increases the funding for SSTC.	Annual report	
Project Purpose To support NCT to establish the basis of expanding SSTC as "a new emerging partner in innovative SSTC for development" through strengthened SSTC coordination within revitalized institutional framework.	1. The ratio of recognition of NCT increases by XX% (recognized NCT as the coordination body of the government of Indonesia by line ministries, implementing agencies, and private sectors etc). 2. Out of the problems identified by core ministries, line ministries, and implementing agencies at the beginning of the project, XX% is assessed as improved by those stakeholders. 3. The Steering Committee of NCT approves annual plans prepared by the Technical Committee of NCT, which are in line with the plan of BP2.	**Indicator 1.2** Survey result by a third party (Questionnaire survey to Primary Target Groups) **Indicator 3** Annual report	The government policies to promote SSTC are implemented, maintained and strengthened.
Output 1. **(Policy Layer)** NCT implements Blue Print Period I, reviews the process, plans Blue Print Period II, and start implementing the Period II process. 2. **(Operation Layer)** NCT manages Pilot Flagship Programs with strengthened program management cycle.	(**Policy Layer**) 1. Staff of core ministries of NCT understands more than 80% of results, lessons, recommendations of BP1. 2. The Technical Committee of NCT submits a draft BP2 to the Steering Committee of NCT. 3. The Steering Committee of NCT approves the standards and the SOPs submitted by the Technical Committee of NCT. (**Operation Layer**) 1. NCT publishes more than XX number of PFP (Pilot Flagship Programs) reports annually. 2. The Technical Committee of NCT conduct more than XX number of PFP monitoring, report them to the Steering Committee of NCT.	**(Policy Layer)** **Indicator 1** Baseline survey **Indicator 2,3** Annual report **(Operation Layer)** **Indicator 1, 2** Annual report	Sufficient regulatory and legislative arrangements are made by the National Coordination Team.
Activity **1. Policy Layer** 1.1 Review of policy implementation of SSTC in Indonesia 1.1.1 Disseminate the contents of current Grand Design and Blue Print. 1.1.2 Review the progress and outcome of SSTC activities (2011-2014). 1.1.3 Draw lessons learned and recommendation for Blue Print Period II. 1.1.4 Share the outcome with stakeholders and publish the outcome as an academic paper for RPJM (Mid-Term Development Plan) 2015-2019. 1.1.5 Identify development effectiveness of Pilot Flagship Programs. 1.1.6 Assess and develop SOPs (Standard Operation Procedures). 1.2 Institutional and Coordination Strengthening 1.2.1 Develop standard of implementing agencies, experts, and lecturers. 1.2.2 Strengthen coordination between the government and private sectors in SSTC implementation 1.2.3 Establish a special team for South-South economic cooperation strengthening trade and investment 1.2.4 Establish regular dialogue forums involving extended stakeholders 1.2.5 Conduct a study to collect information on strategy formulation for the facilitation of South-South economic cooperation. 1.2.6 Review the management cycle of NCT. 1.3 Funding 1.3.1 Develop a cooperation model on triangular cooperation with development partners 1.3.2 Make recommendation on the state budget mechanism of	**Input** **(Japanese Side)** -Long-term expert (Chief Advisor / SSTC Policy, Coordinator / Management of SSTC programs) -Short-term experts -Local staffs -Pilot Flagship Programs -Studies, Researches, Surveys, Mission dispatches -Workshops, Seminars -Internship, Trainings -Office equipment, etc. **(Indonesian Side)** -Project Director -Counterpart personnel -Local cost -Office space -Travel cost -Pilot Flagship Programs -Mission dispatch		**Precondition** Sufficient budgetary and staffing arrangements are made by the NCT including relevant line ministries and agencies.

SSTC. 1.3.3 Conduct a study on linkage of financing partnership of private sectors and state-owned enterprises through CSR or PPP or other innovative mechanisms including practices of Development Partners and emerging countries. 1.4 Promotion and Publication 1.4.1 Develop communication strategy including branding for publication, campaign and promotion mechanisms of SSTC Indonesia in both print and visual, inside and outside the country. 1.4.2 Build awareness of NCT and line ministries regarding national strategy for SSTC promotion and publication through strategy books publication. 1.4.3 Produce promotion materials (pamphlets, newsletters, short videos). 1.4.4 Promote Indonesia's SSTC through both international and domestic forum. 1.4.5 Develop and disseminate system for the management of information and knowledge. 1.4.6 Outreach in the form of dissemination of policies and government regulations involving local governments, private sectors, NGOs / CSOs, universities and development partners 1.4.7 Publish annual report for the public. 1.4.8 Have dialogue in a variety of media, both print and electronic 1.5 Monitoring and Evaluation 1.5.1 Facilitate formulation of evaluation guideline for Indonesia's SSTC policy 1.5.2 Formulate monitoring and evaluation guideline for the SSTC program. **2.Operation Layer** 2.1 Inception Stage 2.1.1 Review criteria and mechanism of Pilot Flagship Programs. 2.1.2 Familiarize the existing Standard Operation Procedures (SOPs) among NCT and develop introductory contents of SOPs to line ministries / implementing agencies. 2.1.3 Develop data set of programs and incentive mechanism to collect data. 2.2 Socialization Stage 2.2.1 Increase capacity of NCT, line ministries, implementing agencies and staff of Embassies of Indonesia on development issues and program management through seminars and knowledge hubs. 2.2.2 Socialize: a) criteria, b) mechanism, c) SOPs, d) necessary data set of Pilot Flagship Programs and e) required standard of implementing agencies, lecturers, and experts to line ministries and implementing agencies. 2.2.3 Advise line ministries / implementing agencies for formulation ideas of Pilot Flagship Programs. 2.3 Designing Stage 2.3.1 Analyze potential needs from beneficiary countries through fact finding analysis using the network of Embassies of Indonesia (in the case of triangular, with the JICA network). 2.3.2 Coordinate potential needs and supplies, make concept of Pilot Flagship Programs. 2.4 Planning Stage 2.4.1 Request making proposals to line ministries 2.4.2 Support line ministries / implementing agencies to prepare proposals. 2.4.3 Assess and select proposals of Pilot Flagship Programs, by ensuring impact for the development of both beneficiary country and Indonesia. 2.4.4 Give approval of Pilot Flagship Programs to line ministries / implementing agencies. 2.4.5 Facilitate communication between line ministry / implementing agency and partner country 2.4.6 Reach agreement between Indonesia and partner country (with Development Partner in the case of triangular Pilot Flagship Programs). 2.5 Implementation stage 2.5.1 Implement Pilot Flagship Programs. 2.5.2 Give necessary services such as visa, communication with Embassy of Indonesia, partner country. 2.5.3 Monitor the implementation of Pilot Flagship Programs.			

2.5.4 Publicize the implementation to the public. 2.6 Evaluation and information management stage 2.6.1 Apply evaluation system to Pilot Flagship Programs with beneficiary countries (and Development Partners in the case of triangular Pilot Flagship Programs). 2.6.2 Document best practices in information system and knowledge management 2.6.3 Develop software and hardware, and publish the result through a website. 2.6.4 Prepare annual statistical report and evaluation reports based on the collected data.			

Capacity Development Project for South-South and Triangular Cooperation (CADEP-SSTC)

Annex II

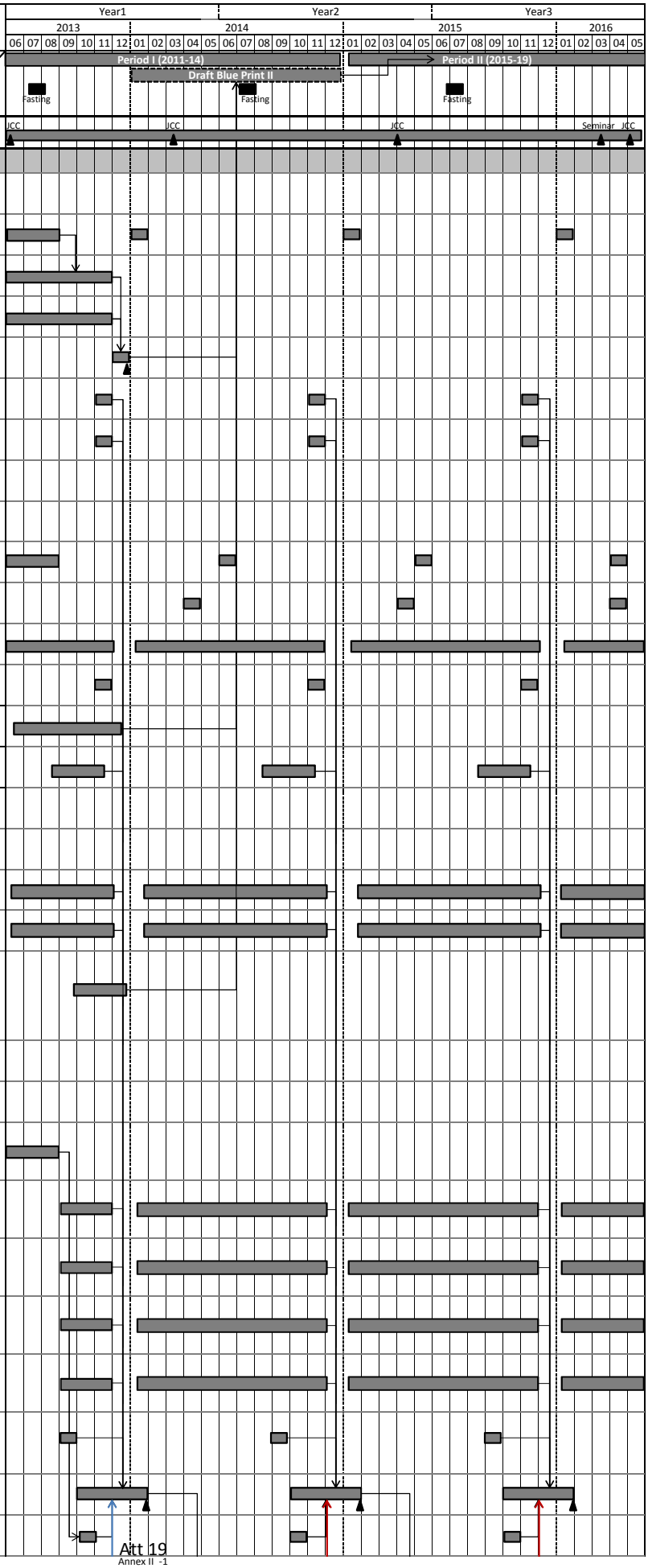
Milestone dependencies of activities schedule of activities

Plan of Operation (PO) Version 2.2

2013 Pilot Flagship Programs 2014 Pilot Flagship Programs 2015 Pilot Flagship Programs 2016 Pilot Flagship Programs 2016 Pilot Flagship Programs

KPI (Directorate for International Development Cooperation, BAPPENAS), SosBud (Directorate for Socio Culture and International Organizations Developing Countries, MOFA) KTLN (Bureau for Foreign Technial Cooperation, SEKNEG), WG (Working Group), FGD (Focused Group Discussion), WS (Workshop)

Activity	Output type	NCT In Charge
Reference: Draft Grand Design, Blue Print		
Overall coordination among NCT	Meeting, JCC, Seminar	KPI/NCT
1. Policy Layer		
1.1 Review of policy implementation of SSTC in Indonesia		
1.1.1 Disseminate the contents of current Grand Design and Blue Print.	FGD	KPI/NCT
1.1.2 Review the progress and outcome of SSTC activities (2011-2014).	Study, National Seminar, Report	WG1
1.1.3 Draw lessons learned and recommendation for Blue Print Period II.		WG1
1.1.4 Share the outcome with stakeholders and publish the outcome as an academic paper for RPJM (Mid-Term Development Plan) 2015-2019.		KPI/NCT
1.1.5 Identify development effectiveness of Pilot Flagship Programs.	Meeting	KPI/NCT
1.1.6 Assess and develop SOPs (Standard Operation Procedures).	Meeting	WG1
1.2 Institutional and Coordination Strengthening		
1.2.1 Develop standard of implementing agencies, experts, and lecturers.	Study	WG1
1.2.2 Strengthen coordination between the government and private sectors in SSTC implementation	Workshop	KPI/NCT
1.2.3 Establish and develop capacity of a special team for South-South economic cooperation strengthening trade and investment	Special Team for SS-EC, Meeting	KPI/NCT
1.2.4 Establish regular dialogue forums involving extended stakeholders	Workshop FGD	KPI/NCT
1.2.5 Conduct a study to collect information on strategy formulation for the facilitation of South-South economic cooperation.	Study	KPI/NCT
1.2.6 Review the management cycle of NCT.	Workshop	KPI/NCT
1.3 Funding		
1.3.1 Develop a cooperation model on triangular cooperation with development partners	Study, Workshop	WG1, WG2
1.3.2 Make recommendation on the state budget mechanism of SSTC.	Repport	WG1, WG2
1.3.3 Conduct a study on linkage of financing partnership of private sectors and state-owned enterprises through CSR or PPP or other innovative mechanisms including practices of Development Partners and emerging countries.	Study, Workshop	KPI/NCT
1.4 Promotion and Publication		
1.4.1 Develop communication strategy including branding for publication, campaign and promotion mechanisms of SSTC Indonesia in both print and visual, inside and outside the country.	Consultant, Meeting	SosBud
1.4.2 Build awareness of NCT and line ministries regarding national strategy for SSTC promotion and publication through strategy books publication.	Documents, Publications, FGD	SosBud
1.4.3 Produce promotion materials (pamphlets, newsletters, short videos).	Consultant, Pamphlet, Newsletter, Short video	SosBud
1.4.4 Promote Indonesia's SSTC through both international and domestic forum.	International conferences	SosBud
1.4.5 Develop and disseminate system for the management of information and knowledge.	Consultant, meeting	WG3
1.4.6 Outreach in the form of dissemination of policies and government regulations involving local governments, private sectors, NGOs / CSOs, universities and development partners	Workshop	WG3
1.4.7 Publish annual report for the public.	Annual Report (Public)	KPI/NCT
1.4.8 Have dialogue in a variety of media, both print and electronic	Workshop	WG3



Capacity Development Project for South-South and Triangular Cooperation (CADEP-SSTC)

Annex II

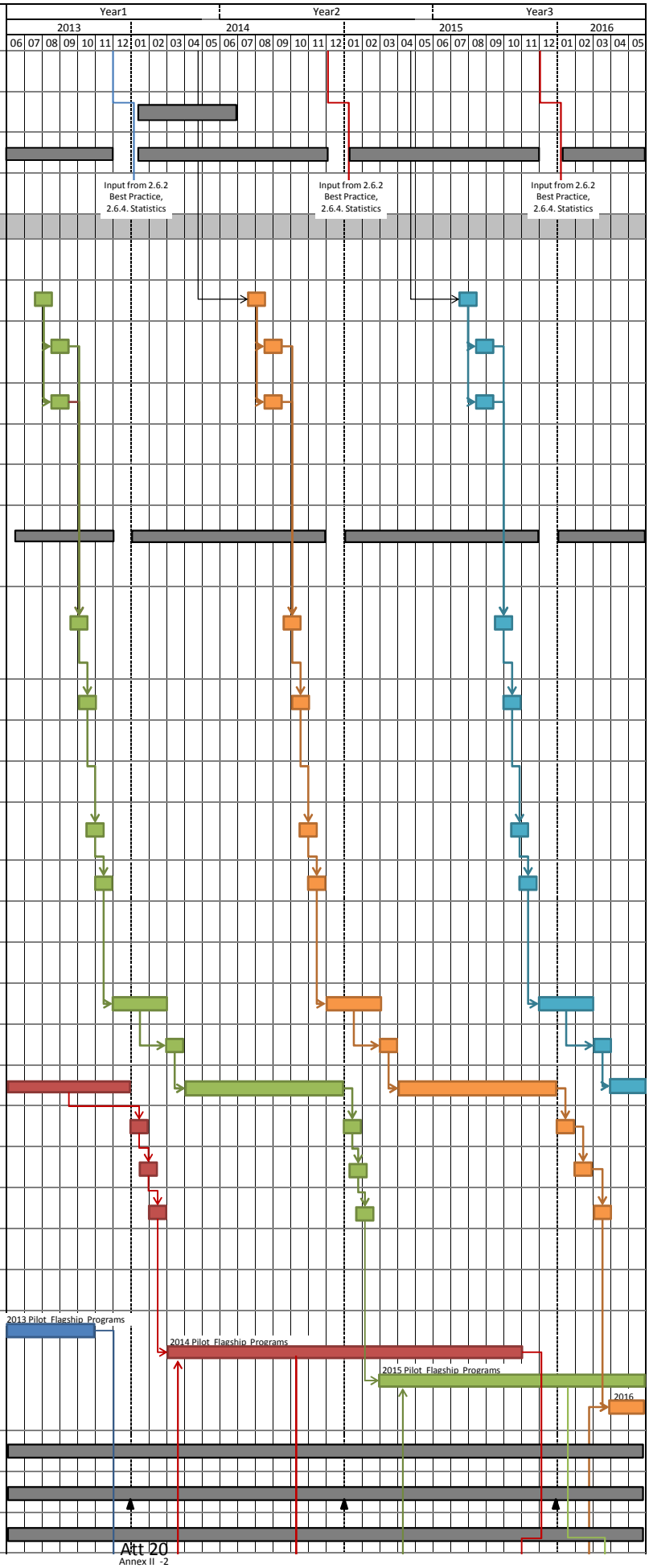
Milestone dependencies of activities schedule of activities

Plan of Operation (PO) Version 2.2

2013 Pilot Flagship Programs 2014 Pilot Flagship Programs 2015 Pilot Flagship Programs 2016 Pilot Flagship Programs 2016 Pilot Flagship Programs

KPI (Directorate for International Development Cooperation, BAPPENAS), SosBud (Directorate for Socio Culture and International Organizations Developing Countries, MOFA) KTLN (Bureau for Foreign Technial Cooperation, SEKNEG), WG (Working Group), FGD (Focused Group Discussion), WS (Workshop)

Activity	Output type	NCT In Charge
1.5 Monitoring and Evaluation		
1.5.1 Facilitate formulation of evaluation guideline for Indonesia's SSTC policy	Consultant, Meeting, FGD	SosBud
1.5.2 Formulate monitoring and evaluation guideline for the SSTC programs.	Consultant, Meeting, FGD	KTLN
2.Operation Layer		
2.1 Inception Stage		
2.1.1 Review criteria and mechanism of flagship programs.	Document, Meeting	WG2
2.1.2 Familiarize the existing Standard Operation Procedures (SOPs) among NCT and develop introductory contents of SOPs to line ministries / implementing agencies.	Document, Meeting	WG1, WG2
2.1.3 Develop data set of programs and incentive mechanism to collect data.	Document, Meeting	WG2, WG3
2.2 Socialization Stage		
2.2.1 Increase capacity of NCT, line ministries, implementing agencies and staff of Embassies of Indonesia on development issues and project management through seminars and knowledge hubs.	Workshop, Community of Practices (Knowledge Hubs)	KPI/NCT
2.2.2 Socialize: a) criteria, b) mechanism, c) SOPs, d) necessary data set of pilot flagship projects and e) required standard of implementing agencies, lecturers, and experts to line ministries and implementing agencies.	Workshop	WG2
2.2.3 Advise line ministries / implementing agencies for program formulation ideas.	Meeting	WG2
2.3 Designing Stage		
2.3.1 Analyze potential needs from beneficiary countries through fact finding analysis using the network of Embassies of Indonesia (in the case of triangular, with the JICA network).	Fact Finding Survey	WG2
2.3.2 Coordinate potential needs and supplies, make program concept.	Fact Finding Survey	WG2
2.4 Planning Stage		
2.4.1 Request making proposals to line ministries	Proposal	WG2
2.4.2 Support line ministries / implementing agencies to prepare proposals.	Meeting	WG2
2.4.3 Assess and select proposals of pilot flagship programs, by ensuring impact for the development of both beneficiary country and Indonesia.	Meeting	WG2
2.4.4 Give approval of pilot flagship programs to line ministries / implementing agencies.	Letter, Budget	WG2
2.4.5 Facilitate communication between line ministry / implementing agency and partner country	Meeting	WG2
2.4.6 Reach agreement between Indonesia and partner country (with Development Partner in the case of triangular programs).	Agreement document	WG2
2.5 Implementation stage		
2.5.1 Implement pilot flagship programs.	Kick-Off Meeting	WG2
2.5.2 Give necessary services such as visa, communication with Embassy of Indonesia, partner country.	Visa etc.	WG2
2.5.3 Monitor the implementation of pilot flagship programs.	Monitoring sheet	WG2, WG3
2.5.4 Publicize the implementation to the public.	PR material	WG2, WG3



Capacity Development Project for South-South and Triangular Cooperation (CADEP-SSTC)

Annex II

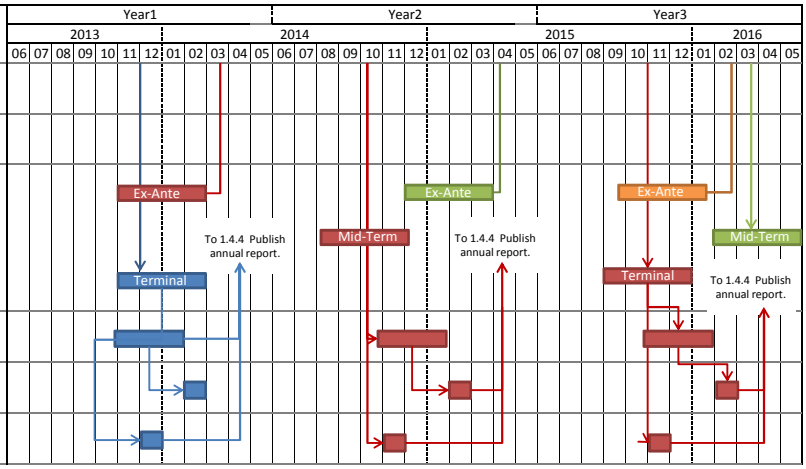
Milestone dependencies of activities schedule of activities

Plan of Operation (PO) Version 2.2

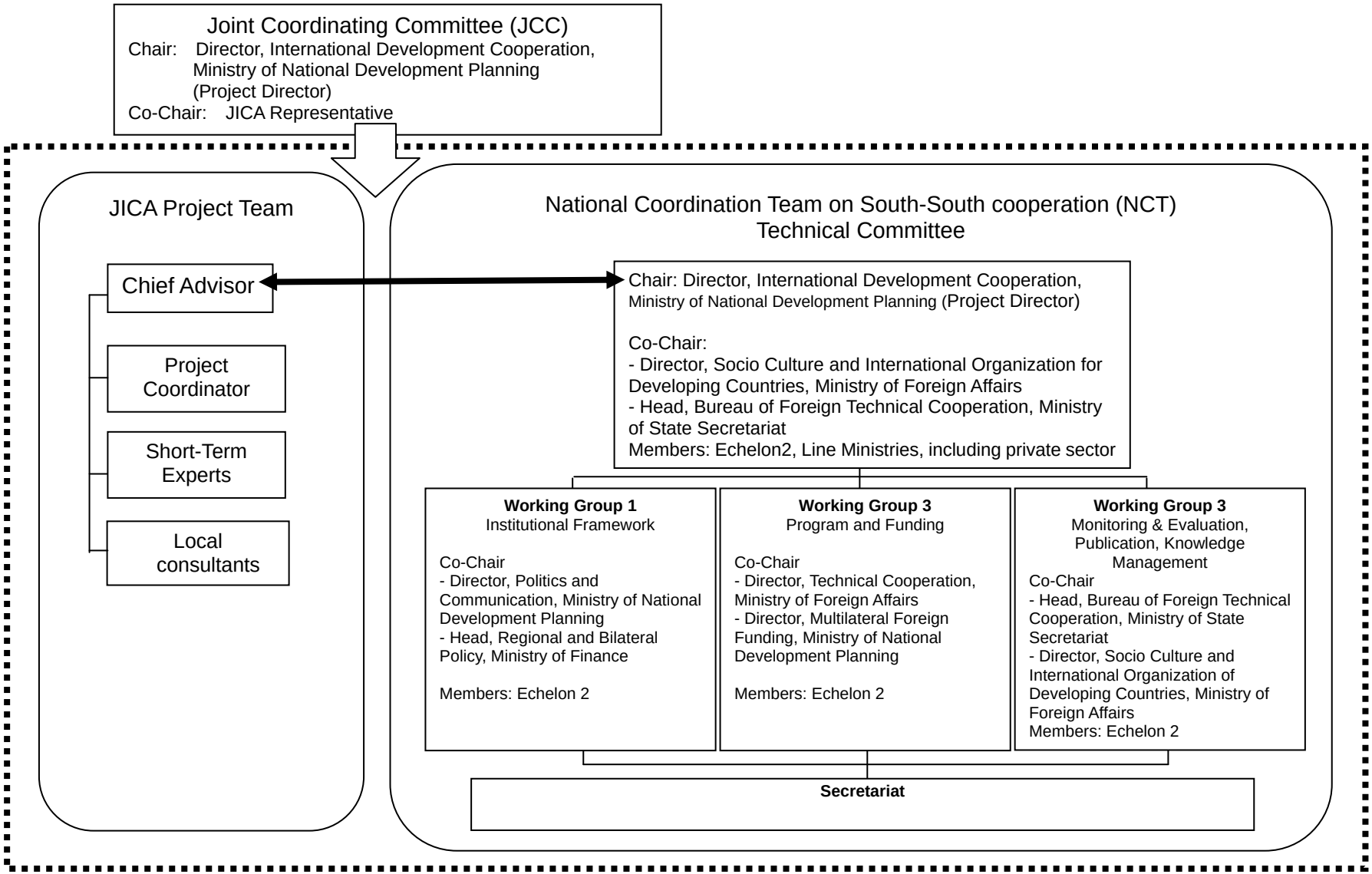
2013 Pilot Flagship Programs 2014 Pilot Flagship Programs 2015 Pilot Flagship Programs 2016 Pilot Flagship Programs 2016 Pilot Flagship Programs

KPI (Directorate for International Development Cooperation, BAPPENAS), SosBud (Directorate for Socio Culture and International Organizations Developing Countries, MOFA) KTLN (Bureau for Foreign Technial Cooperation, SEKNEG), WG (Working Group), FGD (Focused Group Discussion), WS (Workshop)

Activity	Output type	NCT In Charge
2.6 Evaluation and information management stage		
2.6.1 Apply evaluation system to pilot flagship programs with beneficiary countries (and Development Partners in the case of triangular programs).	Evaluation Survey	WG2, WG3
2.6.2 Document best practices in information system and knowledge management	PR material	WG3
2.6.3 Develop software and hardware, and publish the result through a website.	Website	SosBud
2.6.4 Prepare annual statistical report and evaluation reports based on the collected data.	Report	WG3



Project Organization Chart



Annex IV

List of Proposed Members of Joint Coordinating Committee

Chair: Director, International Development Cooperation, Ministry of National Development Planning (Project Director)

Co-Chair: JICA Representative

Members:

- Director for Politics and Communication, Ministry of National Development Planning / National Development Planning Agency
- Director, Center for Regional and Bilateral Policy, Fiscal Policy Agency, Ministry of Finance
- Director for Multilateral Foreign Funding, Ministry of National Development Planning / National Development Planning Agency
- Director for Technical Cooperation, Ministry of Foreign Affairs
- Director for Socio-Cultural Affairs and International Organizations of Developing Countries, Ministry of Foreign Affairs
- Director, Bureau for Foreign Technical Cooperation, Ministry of State Secretariat
- JICA Indonesia Office
- Chief Advisor
- Other institutions to be considered and agreed by the Chair and co-Chair

Observer:

- Embassy of Japan

■

Annex V

Goods / Services

Both sides confirmed that the project is categorized as “Goods / Services” stipulated in Article 42 (1) c of Government Regulation No. 10/2011. In accordance with Regulation of Minister of Finance No. 191/ PMK.05 /2011, the Ministry of National Development Planning/ National Development Planning Agency (BAPPENAS) shall submit BAST (handover delivery certificate of goods/services) to the Ministry of Finance of Indonesia. In order to secure the accuracy of BAST, JICA Indonesia Office will provide the Ministry of National Development Planning/ National Development Planning Agency (BAPPENAS) with data on semester basis as follows.

- Goods: name and price (in effective currency) per item of equipment handed over during last six months
- Services: total expenditure (in Japanese currency) of last six months for expert, training, and mission

The Ministry of National Development Planning/ National Development Planning Agency (BAPPENAS) will make and sign BAST based on the data provided by JICA, and after obtaining JICA's confirmation, submit it to Ministry of Finance. ■

Appendix II

MAIN POINTS DISCUSSED

1. Succession of the outcome of the Project for Knowledge Management

   The on-going project: the Project on Knowledge Management for South-South Cooperation will accomplish half cycle of knowledge management process: SECI model (Socialization, Externalization, Combination, and Internalization). CADEP will succeed the remaining half cycle of Externalization and Internalization, multiply the cycle to overall activities of NCT, and spin the knowledge management cycles in various levels and aspects of NCT. Thus, knowledge management will be pervasively owned and practiced by NCT.

2. Role of CADEP in Grand Design, Blue Print, and global development issues

   CADEP bridges Period I and II: support to establish solid coordination system, ensure smooth start of Period II, with cycles of policy and operation. It is expected to support through evaluation of current policy implementation in Period I, recommendations to the next Period II, by which it aims to enhance the status of Indonesia in various global development issues such as Global Partnership, post-2015 Development Agenda, and G20 etc. CADEP helps Indonesia practice development cooperation, through which it identifies new and innovative approach of SSTC for international community.

   CADEP catalyzes functionalization of NCT, in which case ownership of NCT on CADEP should be emphasized in the project implementation. CADEP will not be an independent from the activities of NCT, but it should be embedded in and aligned to NCT's day-to-day business, which will ensure sustainable development of SSTC in long-term period.

3. Synchronize policy aspect and operational aspect

   From 2009 to 2012, policy aspect including policy and institutional framework and development plan of SSTC was strengthened through various outputs, such as the establishment of NCT, formulation of Grand Design, Blue Print, Standard Operation Procedures (SOPs), Evaluation Guideline and studies. The Bali HLM in July 2012 elevated the outcome, with the announcement that Indonesia becomes a national knowledge hub.

   NCT is in a view that it is time to utilize these outcomes into real situation in operation, evaluate the outcomes, and feedback the evaluation results to policy aspect. CADEP is expected to synchronize these two aspects of Indonesia's SSTC. With the cycles of two aspects synchronized, it is important that the NCT assess how far it reached (will reach) targets set out in Grand Design and Blue Print.

   In Policy Layer, CADEP helps NCT review current policy

implementation and make recommendations towards RPJM (Mid-Term Development Plan 2015-2019) and Blue Print Period II, with the notion of development effectiveness.

Whilst in Operation Layer, CADEP supports NCT to plan, implement and evaluate pilot Flagship Programs, through which process it provides various learning opportunities on development issues and project management etc.

Pilot Flagship Programs are selected from both bilateral South-South Flagship Programs and/or triangular programs. The process of planning, implementation and evaluation of pilot Flagship Programs can be embedded in the system of NCT. NCT already possesses Standard Operation Procedures (SOPs), however the existing SOPs can be actually tested and reviewed through the operation cycle of CADEP. The pilot Flagship Programs are result-based engagements which addresses development issues of beneficiary countries with due analysis of beneficiary needs and socio-economic development status, while maintaining basic principles of SSTC such as mutual opportunity, equal partnership, and demand-driven. The pilot Flagship Programs are expected to give an impact on the development of a beneficiary country, accompanied with long term impact on the national development of Indonesia. Extracted results of the pilot Flagship Programs are to be fed back to policy implementation, in which NCT can accumulate knowledge and experiences on development effectiveness.

4. Results-Based approach while ensuring national interest

Results-Based approach is the part that Japan's knowledge and experiences over half century in the field of development assistance can provide additional value, which was ascertained by the development of Indonesia through numerous bilateral cooperation programs.

While, peculiarities of SSTC should also be respected and ensured, such as mutual opportunity, equal partnership, and demand-driven. In particular, opportunities and benefits to GOI should be elucidated every part of the project implementation process, in consideration of segmented stakeholders of SSTC in Indonesia. In addition, value of triangular cooperation should be further pursued and clarified this process. Externalizing and socializing the knowledge acquired in the process will become valuable inputs to the community of practice in SSTC.

In particular, involvement of beneficiary countries in engagements is most critical points to be considered with well-managed external and internal coordination, so as to avoid supply-driven engagements for the sake of Indonesia's national coordination.

5. Consolidate knowledge of all available Development Partners, facilitate peer-learning

WB, UNDP, JICA and other Development Partner's knowledge on development assistance should be consolidated, since capacity development of SSTC is relatively new area, there is few standards and theories. SSTC itself is rapidly transforming its posture amid significant

contribution by emerging countries. Under such dynamic situation, utilizing knowledge developed by Development Partners and facilitate peer-learning among knowledge hubs (provider countries) should link to expand the project results.

6. Project management process of CADEP itself as a learning material

Every aspect of project management cycle of CADEP itself will provide NCT-SSTC with valuable learning opportunities. JICA is expected to share the management process with NCT-SSTC as much as possible, even if JICA finds a certain procedure / materials unnecessary for JICA internal regulations.

On the other hand, CADEP is a good learning tool for JICA itself, to deepen the knowledge on rapidly changing structure of SSTC. This collaborative attempt of CADEP will be able to extract determinants of future SSTC in global development community, considering various roles of Indonesia in international development agendas. ■

Attachment 3

PDM and PO

Capacity Development Project for South-South and Triangular Cooperation (CADEP-SSTC)
Project Design Matrix,
PDM Version 6.1

Annex I

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Project Purpose To support NCT to establish the basis of expanding SSTC as "a new emerging partner in innovative SSTC for development" through strengthened SSTC coordination within revitalized institutional framework.	1. The ratio of recognition of NCT increases by XX% (recognized NCT as the coordination body of the government of Indonesia by line ministries, implementing agencies, and private sectors etc). 2. Out of the problems identified by core ministries, line ministries, and implementing agencies at the beginning of the project, XX% is assessed as improved by those stakeholders. 3. The Steering Committee of NCT approves annual plans prepared by the Technical Committee of NCT, which are in line with the plan of BP2.	**Indicator 1.2** Survey result by a third party (Questionnaire survey to Primary Target Groups) **Indicator 3** Annual report	The government policies to promote SSTC are implemented, maintained and strengthened.
Output 1. **(Policy Layer)** NCT implements Blue Print Period I, reviews the process, plans Blue Print Period II, and start implementing the Period II process. 2. **(Operation Layer)** NCT manages Pilot Flagship Programs with strengthened program management cycle.	(**Policy Layer**) 1. Staff of core ministries of NCT understands more than 80% of results, lessons, recommendations of BP1. 2. The Technical Committee of NCT submits a draft BP2 to the Steering Committee of NCT. 3. The Steering Committee of NCT approves the standards and the SOPs submitted by the Technical Committee of NCT. (**Operation Layer**) 1. NCT publishes more than XX number of PFP (Pilot Flagship Programs) reports annually. 2. The Technical Committee of NCT conduct more than XX number of PFP monitoring, report them to the Steering Committee of NCT.	**(Policy Layer)** **Indicator 1** Baseline survey **Indicator 2,3** Annual report **(Operation Layer)** **Indicator 1, 2** Annual report	Sufficient regulatory and legislative arrangements are made by the National Coordination Team.
Activity **1. Policy Layer** 1.1 Review of policy implementation of SSTC in Indonesia 1.1.1 Disseminate the contents of current Grand Design and Blue Print. 1.1.2 Review the progress and outcome of SSTC activities (2011-2014). 1.1.3 Draw lessons learned and recommendation for Blue Print Period II. 1.1.4 Share the outcome with stakeholders and publish the outcome as an academic paper for RPJM (Mid-Term Development Plan) 2015-2019. 1.1.5 Identify development effectiveness of Pilot Flagship Programs. 1.1.6 Assess and develop SOPs (Standard Operation Procedures). 1.2 Institutional and Coordination Strengthening 1.2.1 Develop standard of implementing agencies, experts, and lecturers. 1.2.2 Strengthen coordination between the government and private sectors in SSTC implementation 1.2.3 Establish a special team for South-South economic cooperation strengthening trade and investment 1.2.4 Establish regular dialogue forums involving extended stakeholders 1.2.5 Conduct a study to collect information on strategy formulation for the facilitation of South-South economic cooperation. 1.2.6 Review the management cycle of NCT. 1.3 Funding 1.3.1 Develop a cooperation model on triangular cooperation with development partners 1.3.2 Make recommendation on the state budget mechanism of	**Input** **(Japanese Side)** -Long-term expert (Chief Advisor / SSTC Policy, Coordinator / Management of SSTC programs) -Short-term experts -Local staffs -Pilot Flagship Programs -Studies, Researches, Surveys, Mission dispatches -Workshops, Seminars -Internship, Trainings -Office equipment, etc. **(Indonesian Side)** -Project Director -Counterpart personnel -Local cost -Office space -Travel cost -Pilot Flagship Programs -Mission dispatch		**Precondition** Sufficient budgetary and staffing arrangements are made by the NCT including relevant line ministries and agencies.

SSTC. 1.3.3 Conduct a study on linkage of financing partnership of private sectors and state-owned enterprises through CSR or PPP or other innovative mechanisms including practices of Development Partners and emerging countries. 1.4 Promotion and Publication 1.4.1 Develop communication strategy including branding for publication, campaign and promotion mechanisms of SSTC Indonesia in both print and visual, inside and outside the country. 1.4.2 Build awareness of NCT and line ministries regarding national strategy for SSTC promotion and publication through strategy books publication. 1.4.3 Produce promotion materials (pamphlets, newsletters, short videos). 1.4.4 Promote Indonesia's SSTC through both international and domestic forum. 1.4.5 Develop and disseminate system for the management of information and knowledge. 1.4.6 Outreach in the form of dissemination of policies and government regulations involving local governments, private sectors, NGOs / CSOs, universities and development partners 1.4.7 Publish annual report for the public. 1.4.8 Have dialogue in a variety of media, both print and electronic 1.5 Monitoring and Evaluation 1.5.1 Facilitate formulation of evaluation guideline for Indonesia's SSTC policy 1.5.2 Formulate monitoring and evaluation guideline for the SSTC program. **2.Operation Layer** 2.1 Inception Stage 2.1.1 Review criteria and mechanism of Pilot Flagship Programs. 2.1.2 Familiarize the existing Standard Operation Procedures (SOPs) among NCT and develop introductory contents of SOPs to line ministries / implementing agencies. 2.1.3 Develop data set of programs and incentive mechanism to collect data. 2.2 Socialization Stage 2.2.1 Increase capacity of NCT, line ministries, implementing agencies and staff of Embassies of Indonesia on development issues and program management through seminars and knowledge hubs. 2.2.2 Socialize: a) criteria, b) mechanism, c) SOPs, d) necessary data set of Pilot Flagship Programs and e) required standard of implementing agencies, lecturers, and experts to line ministries and implementing agencies. 2.2.3 Advise line ministries / implementing agencies for formulation ideas of Pilot Flagship Programs. 2.3 Designing Stage 2.3.1 Analyze potential needs from beneficiary countries through fact finding analysis using the network of Embassies of Indonesia (in the case of triangular, with the JICA network). 2.3.2 Coordinate potential needs and supplies, make concept of Pilot Flagship Programs. 2.4 Planning Stage 2.4.1 Request making proposals to line ministries 2.4.2 Support line ministries / implementing agencies to prepare proposals. 2.4.3 Assess and select proposals of Pilot Flagship Programs, by ensuring impact for the development of both beneficiary country and Indonesia. 2.4.4 Give approval of Pilot Flagship Programs to line ministries / implementing agencies. 2.4.5 Facilitate communication between line ministry / implementing agency and partner country 2.4.6 Reach agreement between Indonesia and partner country (with Development Partner in the case of triangular Pilot Flagship Programs). 2.5 Implementation stage 2.5.1 Implement Pilot Flagship Programs. 2.5.2 Give necessary services such as visa, communication with Embassy of Indonesia, partner country. 2.5.3 Monitor the implementation of Pilot Flagship Programs.			

2.5.4 Publicize the implementation to the public.			
2.6 Evaluation and information management stage			
2.6.1 Apply evaluation system to Pilot Flagship Programs with beneficiary countries (and Development Partners in the case of triangular Pilot Flagship Programs).			
2.6.2 Document best practices in information system and knowledge management			
2.6.3 Develop software and hardware, and publish the result through a website.			
2.6.4 Prepare annual statistical report and evaluation reports based on the collected data.			

Capacity Development Project for South-South and Triangular Cooperation (CADEP-SSTC)

Annex II

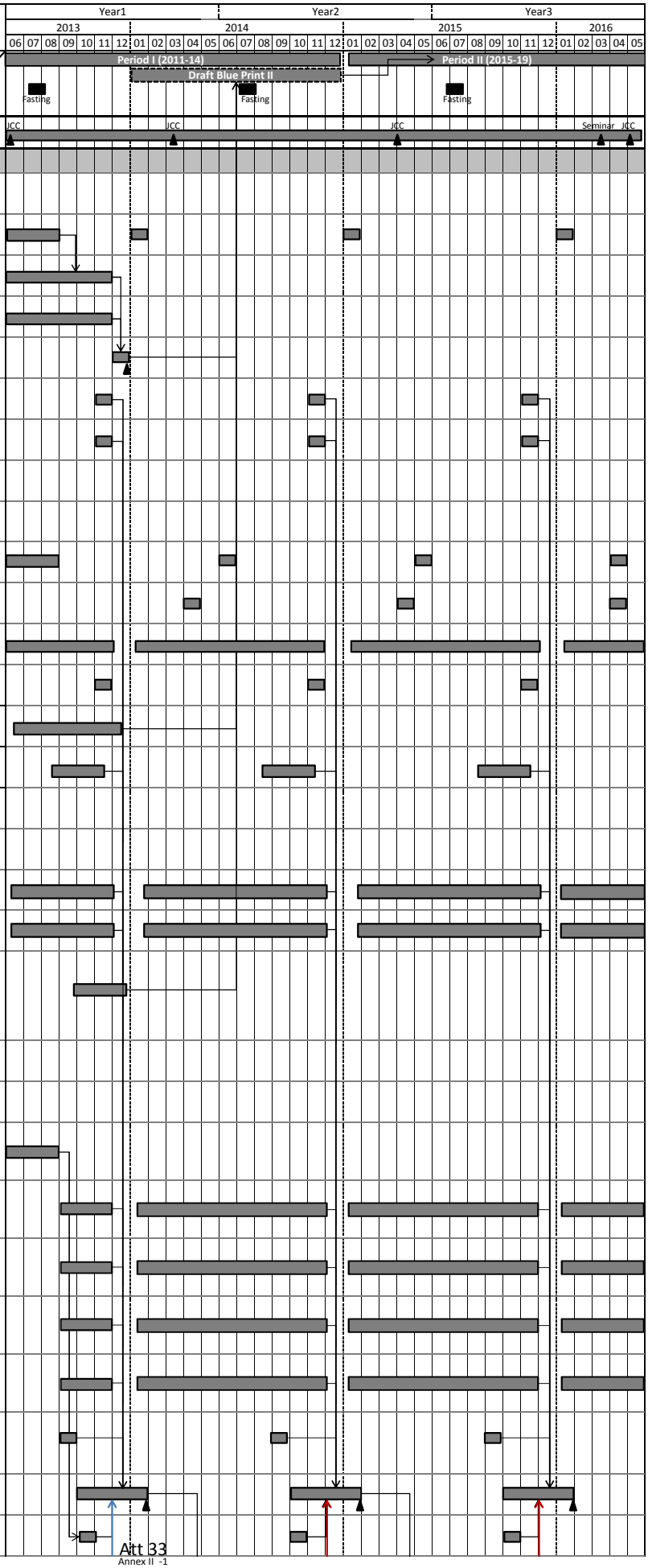
Milestone dependencies of activities schedule of activities

Plan of Operation (PO) Version 2.2

2013 Pilot Flagship Programs 2014 Pilot Flagship Programs 2015 Pilot Flagship Programs 2016 Pilot Flagship Programs 2016 Pilot Flagship Programs

KPI (Directorate for International Development Cooperation, BAPPENAS), SosBud (Directorate for Socio Culture and International Organizations Developing Countries, MOFA) KTLN (Bureau for Foreign Technial Cooperation, SEKNEG), WG (Working Group), FGD (Focused Group Discussion), WS (Workshop)

Activity	Output type	NCT In Charge
Reference: Draft Grand Design, Blue Print		
Overall coordination among NCT	Meeting, JCC, Seminar	KPI/NCT
1. Policy Layer		
1.1 Review of policy implementation of SSTC in Indonesia		
1.1.1 Disseminate the contents of current Grand Design and Blue Print.	FGD	KPI/NCT
1.1.2 Review the progress and outcome of SSTC activities (2011-2014).	Study, National Seminar, Report	WG1
1.1.3 Draw lessons learned and recommendation for Blue Print Period II.		WG1
1.1.4 Share the outcome with stakeholders and publish the outcome as an academic paper for RPJM (Mid-Term Development Plan) 2015-2019.		KPI/NCT
1.1.5 Identify development effectiveness of Pilot Flagship Programs.	Meeting	KPI/NCT
1.1.6 Assess and develop SOPs (Standard Operation Procedures).	Meeting	WG1
1.2 Institutional and Coordination Strengthening		
1.2.1 Develop standard of implementing agencies, experts, and lecturers.	Study	WG1
1.2.2 Strengthen coordination between the government and private sectors in SSTC implementation	Workshop	KPI/NCT
1.2.3 Establish and develop capacity of a special team for South-South economic cooperation strengthening trade and investment	Special Team for SS-EC, Meeting	KPI/NCT
1.2.4 Establish regular dialogue forums involving extended stakeholders	Workshop FGD	KPI/NCT
1.2.5 Conduct a study to collect information on strategy formulation for the facilitation of South-South economic cooperation.	Study	KPI/NCT
1.2.6 Review the management cycle of NCT.	Workshop	KPI/NCT
1.3 Funding		
1.3.1 Develop a cooperation model on triangular cooperation with development partners	Study, Workshop	WG1, WG2
1.3.2 Make recommendation on the state budget mechanism of SSTC.	Repport	WG1, WG2
1.3.3 Conduct a study on linkage of financing partnership of private sectors and state-owned enterprises through CSR or PPP or other innovative mechanisms including practices of Development Partners and emerging countries.	Study, Workshop	KPI/NCT
1.4 Promotion and Publication		
1.4.1 Develop communication strategy including branding for publication, campaign and promotion mechanisms of SSTC Indonesia in both print and visual, inside and outside the country.	Consultant, Meeting	SosBud
1.4.2 Build awareness of NCT and line ministries regarding national strategy for SSTC promotion and publication through strategy books publication.	Documents, Publications, FGD	SosBud
1.4.3 Produce promotion materials (pamphlets, newsletters, short videos).	Consultant, Pamphlet, Newsletter, Short video	SosBud
1.4.4 Promote Indonesia's SSTC through both international and domestic forum.	International conferences	SosBud
1.4.5 Develop and disseminate system for the management of information and knowledge.	Consultant, meeting	WG3
1.4.6 Outreach in the form of dissemination of policies and government regulations involving local governments, private sectors, NGOs / CSOs, universities and development partners	Workshop	WG3
1.4.7 Publish annual report for the public.	Annual Report (Public)	KPI/NCT
1.4.8 Have dialogue in a variety of media, both print and electronic	Workshop	WG3



Capacity Development Project for South-South and Triangular Cooperation (CADEP-SSTC)

Annex II

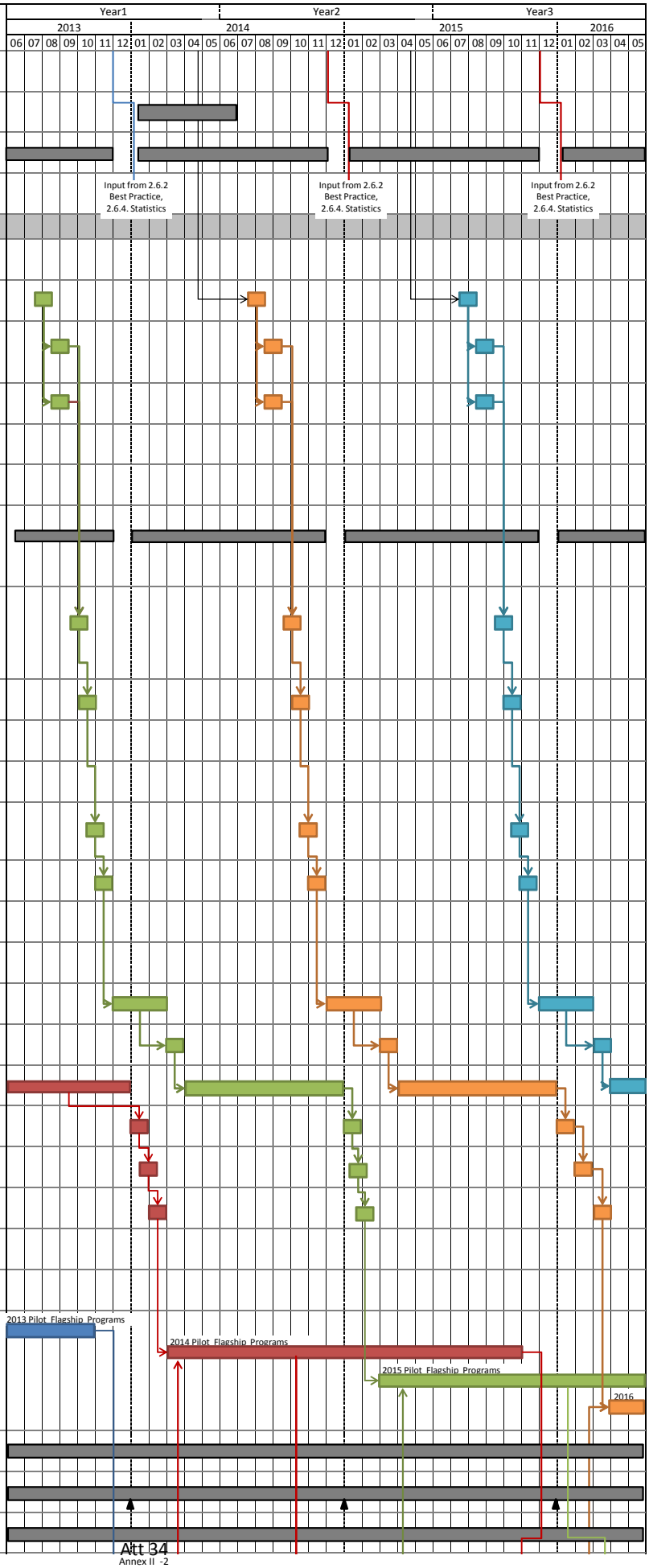
Milestone dependencies of activities schedule of activities

Plan of Operation (PO) Version 2.2

2013 Pilot Flagship Programs 2014 Pilot Flagship Programs 2015 Pilot Flagship Programs 2016 Pilot Flagship Programs 2016 Pilot Flagship Programs

KPI (Directorate for International Development Cooperation, BAPPENAS), SosBud (Directorate for Socio Culture and International Organizations Developing Countries, MOFA) KTLN (Bureau for Foreign Technial Cooperation, SEKNEG), WG (Working Group), FGD (Focused Group Discussion), WS (Workshop)

Activity	Output type	NCT In Charge
1.5 Monitoring and Evaluation		
1.5.1 Facilitate formulation of evaluation guideline for Indonesia's SSTC policy	Consultant, Meeting, FGD	SosBud
1.5.2 Formulate monitoring and evaluation guideline for the SSTC programs.	Consultant, Meeting, FGD	KTLN
2.Operation Layer		
2.1 Inception Stage		
2.1.1 Review criteria and mechanism of flagship programs.	Document, Meeting	WG2
2.1.2 Familiarize the existing Standard Operation Procedures (SOPs) among NCT and develop introductory contents of SOPs to line ministries / implementing agencies.	Document, Meeting	WG1, WG2
2.1.3 Develop data set of programs and incentive mechanism to collect data.	Document, Meeting	WG2, WG3
2.2 Socialization Stage		
2.2.1 Increase capacity of NCT, line ministries, implementing agencies and staff of Embassies of Indonesia on development issues and project management through seminars and knowledge hubs.	Workshop, Community of Practices (Knowledge Hubs)	KPI/NCT
2.2.2 Socialize: a) criteria, b) mechanism, c) SOPs, d) necessary data set of pilot flagship projects and e) required standard of implementing agencies, lecturers, and experts to line ministries and implementing agencies.	Workshop	WG2
2.2.3 Advise line ministries / implementing agencies for program formulation ideas.	Meeting	WG2
2.3 Designing Stage		
2.3.1 Analyze potential needs from beneficiary countries through fact finding analysis using the network of Embassies of Indonesia (in the case of triangular, with the JICA network).	Fact Finding Survey	WG2
2.3.2 Coordinate potential needs and supplies, make program concept.	Fact Finding Survey	WG2
2.4 Planning Stage		
2.4.1 Request making proposals to line ministries	Proposal	WG2
2.4.2 Support line ministries / implementing agencies to prepare proposals.	Meeting	WG2
2.4.3 Assess and select proposals of pilot flagship programs, by ensuring impact for the development of both beneficiary country and Indonesia.	Meeting	WG2
2.4.4 Give approval of pilot flagship programs to line ministries / implementing agencies.	Letter, Budget	WG2
2.4.5 Facilitate communication between line ministry / implementing agency and partner country	Meeting	WG2
2.4.6 Reach agreement between Indonesia and partner country (with Development Partner in the case of triangular programs).	Agreement document	WG2
2.5 Implementation stage		
2.5.1 Implement pilot flagship programs.	Kick-Off Meeting	WG2
2.5.2 Give necessary services such as visa, communication with Embassy of Indonesia, partner country.	Visa etc.	WG2
2.5.3 Monitor the implementation of pilot flagship programs.	Monitoring sheet	WG2, WG3
2.5.4 Publicize the implementation to the public.	PR material	WG2, WG3



Capacity Development Project for South-South and Triangular Cooperation (CADEP-SSTC)

Annex II

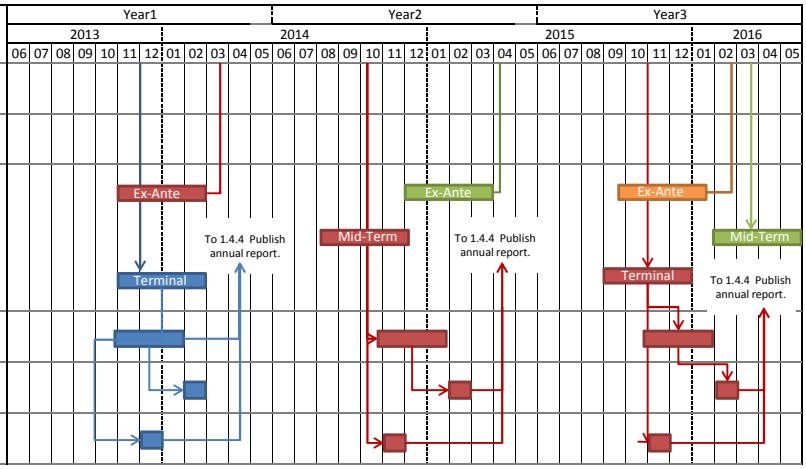
Milestone dependencies of activities schedule of activities

Plan of Operation (PO) Version 2.2

2013 Pilot Flagship Programs 2014 Pilot Flagship Programs 2015 Pilot Flagship Programs 2016 Pilot Flagship Programs 2016 Pilot Flagship Programs

KPI (Directorate for International Development Cooperation, BAPPENAS), SosBud (Directorate for Socio Culture and International Organizations Developing Countries, MOFA) KTLN (Bureau for Foreign Technial Cooperation, SEKNEG), WG (Working Group), FGD (Focused Group Discussion), WS (Workshop)

Activity	Output type	NCT In Charge
2.6 Evaluation and information management stage		
2.6.1 Apply evaluation system to pilot flagship programs with beneficiary countries (and Development Partners in the case of triangular programs).	Evaluation Survey	WG2, WG3
2.6.2 Document best practices in information system and knowledge management	PR material	WG3
2.6.3 Develop software and hardware, and publish the result through a website.	Website	SosBud
2.6.4 Prepare annual statistical report and evaluation reports based on the collected data.	Report	WG3



Attachment 4

Interview record

(Nakazawa) For legal basis, it is up to GOI. The GOJ cannot be involved. That is why the legal basis is set out in the Assumption.

(Siliwanti) In terms of legal basis, we can still use the existing regulation (PP 11 and PP 2011).

(Dinur) In the 4 kaki[1] team, they still have duplicated roles. For example: SETNEG and KST.
One institution should be pointed only for the implementation. We need 1 door to bridge this implementation. One gate policy is very important.

(Nakazawa) Who are the direct and indirect beneficiaries?

(Siliwanti) I am also confused. Our legal basis is according to SK (Surat Keputusan). Probably the line-Ministries.

(Dinur) National interest should also be considered.

(Nakazawa) After the meeting with Ms. Siti we will need to revise the PDM (Policy, Activity).

(Siliwanti) SOP will be finalized on this December 2012. It can be a trial in CADEP.

(Imran) What are the strategies to invite Indonesian private sectors to do business in SSTC countries?

(Otho) Perhaps we can use a concept note? For example, the White Paper made in China as a promotion.

(Nakazawa) Explained about the Activity in the PDM.

END

NB: This record was not confirmed by the participants of the meeting.

1 Core ministries of NCT (BAPPENAS, SETNEG, MOFA, MOF)

Meeting Record

Date & Time： December 13, 2012 (Thursday) 10:00-13:00			
Title：Meeting with Working Group 2 & Evaluation Interview (SSTC)			
	Institution	Position	Name
	Ministry of Foreign Affairs	Director for Technical Cooperation	Ms. Mauludiah Nugraha Siti
		Deputy Director for Directorate General of Information and Public Diplomacy	Ms. Iskandar Diana Roos
		Staff	Mr. Thomas Ambrosius
		Staff	Ms. Hindratmo Nefertiti
	JICA Indonesia	Senior Representative	Ms. Krismasari Dinur
		Project Formulation Advisor	Mr. Nakazawa Shigeki
		Program Officer	Ms. Kartika Lingga
		Evaluation Consultant	Mr. Konno Kimihiro
		Coordinator	Ms. Mazhar Madrina
Venue：Went to visit・Received visit・Meeting			

Summary

(Dinur) *Introduction and explanation about the current condition.*

We hope that the Working Group is more involved in the implementation. CADEP can be a trial of this operational activity. In order to do it, we need a same perception. We need an SOP that can align with the project.

(Siti) I need a consultation on what we need. What can you offer? Economic Development? GOI is not an expert in this. State budget has not been implemented because it is not required yet.

We do not have the policy for evaluation guideline in order to be able to have a more effective project.

The obstacle in CT is the different background. We are in the phase of National Development to the International Development. The core problem is coordination.

(Konno) Explained on how to read the PDM.

(Siti) This is acceptable. We need to strengthen the institutions. Super Goal should be included as explained.

(Nakazawa) *Explained about the Activity part of the PDM.*
The SOP should be shared by the line Ministries. The draft of SOP has not been finalized yet and not been socialized yet.
What about criteria? The mechanism? Standard policies? We have to show them the criteria.

(Siti) We must have the criteria. Please note that some activities of GOI must have a high privacy. What is Flagship program?

(Dinur) Flagship program aims development and a longer-term outcome.

(Nakazawa) Explaining the Summary of PO (Plan of Operation).

(Siti) We have requested the budget since March for 2014. We better use this money. We can start in January.

END

NB: This record was not confirmed by the participants of the meeting.

Meeting Record

Date & Time： December 17, 2012 (Monday) 10:00-12:30			
Title：Meeting with Working Group 3 & Evaluation Interview (SSTC)			
	Institution	Position	Name
	State Secretariat (SETNEG)	Director	Ms. Rika Kiswardani
		Sub Director, SSTC	Mr. Mukhammad Fahrurozi
		Staff	Ms. Anggi
		Staff	Mr. Amri
		Staff	Mr. Ivan
	Ministry of Foreign Affairs	Director of Socio Cultural Affairs And International Organizations of Developing Countries	Mr. Budiadi Hananto Arko
		Sub Director	Mr. Chandra Purnomo
		Staff	Mr. Uky
	JICA Indonesia	Senior Representative	Ms. Krismasari Dinur
		Project Formulation Advisor	Mr. Nakazawa Shigeki
		Program Officer	Ms. Kartika Lingga
		Evaluation Consultant	Mr. Konno Kimihiro
		Coordinator	Ms. Mazhar Madrina
Venue：Went to visit・Received visit・Meeting			

Summary

(Dinur) In CADEP we learn how to be a better partner. CADEP is a vehicle to support the Grand Design and implementation of the Blueprint. Our plan is to give the ownership for Indonesia, and giving a chance to other partners (WB, UNDP, GIZ).

(Rika) Based on the Technical meeting with Mr. Wismana, we need to revise the team. We need more strengthening from GOI.

(Arko) Much appreciated for all of the effort. It is not only the NCT, but all of the line ministries need more strengthening.

(Konno) Explained on how to read the PDM.

(Arko) Is having a PDM a custom in JICA?
(Dinur) Yes , this is a basic matter in JICA, creating a log frame.
(Dinur) The project purpose will be from May 2013 until 2016. It is in the crossing phase from Blueprint 1 to Blueprint 2. Within 3 years we can compare of our achievements and

problems. What kind of activity? Who are the NCT members? Who are the recipient countries? NCT should be clear on the coordinator role and the implementation role.
As Ms. Siliwanti mentioned that Blueprint I needs a solid coordination.

(Rika) We are still looking for a solid coordination. In terms of draft of the SOP, signing and budget is not clear yet. How can we go on under the phase I? Who and what level of the role? We need clarification.
Suggestion: CADEP need to support the clear coordination of the 4 kaki.
We will still concentrate on the phase I. If not, it will cause problem in the 2nd phase.

(Arko) Need to strengthen the phase I, it is a starting point. NCT need to be more directed. How to coordinate with outside from NCT? Who does what? How to communicate to the line-Ministries? We need funding mechanism for the SSTC.

(Pungki) I agree with Mr. Arko. If we continue in the phase 2, it will create different problems. If Indonesia is going to expand, the benchmark should be structured.

(Dinur) There are some inputs from the other Working Groups. Ms. Siliwanti from the Working Group 2 mentioned that RPJM should apply in this. As for Ms. Siti, she suggested that we should not do only trainings, but economic project as well.
What do you think about the proposal? Is the Information system already being implemented? Based on the Grand Design, evaluation is more important in the Blueprint 2. What is more tangible result from Working Group 3?

(Rika) We are not starting from zero. We need an exit strategy. What should be continued? We need clarification. For achievement result, we need to socialize it. It can be done by booklet, video, publication tools, etc. For Working Group 3, CADEP is a continued action.

(Nakazawa) In the Activity, it is still not identified yet who will do it. We have made guidelines/ SOP product. How do we use it? Result of the policy is important in the phase 2.

(Pungki) Suggestion: 1.2.4 Please revise/ delete the “including” sentence. 1.2.5 Please revise/ add the word “South-South” before the economic cooperation word.

(Nakazawa) We also need Annual Report and a business procedure.

(Rika) The conclusion is that in general, we agree with the structure. However, it needs more consultation for more inputs.

END

NB: This record was not confirmed by the participants of the meeting.

Meeting Record

Date & Time： December 12, 2012 (Tuesday) 09:30-10:30			
Title： Evaluation Interview (SSTC)			
	Institution	Position	Name
	Private Sector (PT. RUTAN)	Assistant General Manager	Mr. Andre Adriano
	JICA Indonesia	Evaluation Consultant Coordinator	Mr. Konno Kimihiro Ms. Madrina Mazhar
Venue：Went to visit・Received visit・Meeting（Private Sector – PT. RUTAN）			

Summary

(Andre) PT. Rutan handles most of agricultural machine such as tractors, water pumps, engines generators etc. There are 8 offices in Indonesia and a factory in Surabaya. The rate of using local materials at the factory is 60%.

PT. Rutan imports machines from Japan and Japanese companies in China, Thailand and India etc. PT. Rutan sells machines to Indonesia, Asia and America etc. The company ties up with Japanese companies such as Kubota and Yanmar. As both Indonesian farmers and Ministry of Agriculture (MoA) make a point of quality, the manufacturing companies are limited to Kubota, Yanmar and Agrindo (made by PT. Rutan's factory in Surabaya).

As of business with developing countries, PT. Rutan has experience with Vanuatu, Timor-Leste, The Philippines, Cambodia, Myanmar, Tanzania etc. through MoA. The process is that after success of bidding, PT. Rutan hands over the machine to shipping company and technician sometimes goes together for the installation. For after service, for example, there are agencies in Tanzania. Criteria of bidding of MoA are price and specification.

PT. Rutan has training facility in Tanzania and has experience to give training to Tanzanian farmers how to plant rice and how to operate machine etc. with the fund of Indonesian government. PT. Rutan was included like triangular cooperation when Fuji government request support to Indonesian Government on the assistance to Papua New Guinea by Fiji.

As the business with MoA and private companies are similar burden, PT. Rutan wants to continue business with both. PT. Rutan also introduced ISEKI and SATAKE companies to MoA.

END

NB: This record was not confirmed by the participants of the meeting.

Meeting Record

Date & Time： December 14, 2012 (Friday) 08:45-9:30			
Title： Evaluation Interview (SSTC)			
	Institution	Position	Name
	University of Indonesia (UI)- LPEM	M. Sc. Ass Director for Research and Training	Ms. Thia Jasmina
	JICA Indonesia	Evaluation Consultant Coordinator	Mr. Konno Kimihiro Ms. Madrina Mazhar
Venue：Went to visit・Received visit・Meeting			

Summary

(Thia)

About UI-LPEM:

The Institute is divided into two, Research and Training.

The research programs with developing countries are only ASEAN (Malaysia, Singapore, The Philippines and Thailand). The programs are exchange of students and visiting researchers. The training program has several visiting lecturers from Russia, Japan and Mexico.

About SSC in UI-LPEM:

SSC is just started from 2012 with BAPPENAS in making development guideline. Technical Cooperation also just started with JICA in case study of Timor-Leste on road construction. LPEM-UII has not yet done any actual implementation so far. There is none (neutral?) as for the strategy of university to SSTC.

However, UI-LPEM has experience with accepting foreign researchers, so when starting a project on macro economy with BAPPENAS, there is no problem with the administration.

About Field in UI-LPEM:

The strong field of UI-LPEM is macro economy, public finance etc. However it is difficult to get tangible results within several training although LPEM-UI has the experience to let alumina from Timor-Leste to make 5 year national budget plan including evaluation.

Micro economy is handled by other institute and the field other than macro economy can be handled to other university in West Java. LPEM-UI shared a role dependent on their strong fields in previous program.

END

NB: This record was not confirmed by the participants of the meeting.

Meeting Record

Date & Time： December 17, 2012 (Monday) 13:50-14:50			
Title： Evaluation Interview (SSTC)			
	Institution	Position	Name
	Lembaga Management (LM), Faculty Economics University of Indonesia	Associate Director of Operation and Quality Assurance Consultant	Dr. Williem A. Makaliwe Mr. Bayuadi Wibowo, MT
	JICA Indonesia	Evaluation Consultant Coordinator	Mr. Konno Kimihiro Ms. Madrina Mazhar
Venue：Went to visit・Received visit・Meeting			

Summary

(Willem)

About LM:

There are 3-4 institutions in the faculty of economics. 90% of the counterpart of LM is private company. Main job is assessment and management. Dr. Williem's major is macroeconomics.

Job with JICA and BAPPENAS:

In 2012, LM-UI had a job with JICA on funding, monitoring and evaluation, SOPs and Institutional framework. LM-UI had a job with BAPPENAS on the counterpart's institutional organization and feedback activity. Last year in February to June, LM-UI had a serious of discussion with NCT. We made a roadmap.

Problem:

Need a commitment. It will be much easier if the decision maker understands about SSTC.

Suggestions:

LM-UI better talk to the top person in details when we precede a project. Fortunately the director and the deputy director of BAPPENAS are academic persons so they can understand academic papers. Specially the deputy director of BAPPENAS graduated UI and gave some lectures at LM-UI.

Private company who wants business abroad:

The companies are not so many. However some oil companies are planning go abroad with IDR 300-400 trilion.

END

NB: This record was not confirmed by the participants of the meeting.

Meeting Record

Date & Time： December 12, 2012 (Wednesday) 14:00-15:00			
Title： Evaluation Interview (SSTC)			
	Institution	Position	Name
	UNDP	Evaluation Analyst/ Learning Manager	Ms. Rini Widiastuti
	JICA Indonesia	Project Formulation Advisor	Mr. Nakazawa Shigeki
		Evaluation Consultant	Mr. Konno Kimihiro
		Coordinator	Ms. Madrina Mazhar
Venue：Went to visit・Received visit・Meeting			

Summary

At first JICA explained the present condition of CADEP project.

(Rini) UNDP thinks SSC is important. Especially for Indonesia, Brazil, China and India, it is a big opportunity. So UNDP watches carefully.

About SSC experience:

UNDP has experience of assisting SSC of Indonesia in the police training to Afghanistan.

UNDP made MoU with Ministry of Foreign Affairs. We got lessons learned from the training but there were gaps.

UNDP thinks that the coordination among ministries is difficult. On the other hand, UNDP wants Indonesia Government to discuss global issues.

UNDP concerns about capturing the knowledge because it is not included yet. UNDP is going to the direction where BAPPENAS need to be more directing GOI.

About synergy effect:

Regarding the any kinds of development using synergy effect, UNDP is now trying to establish. There is a request on mapping. However the synergy effect between JICA and UNDP on CADEP-SSC, JICA cannot touch “regulation” on Grand Design but UNDP is a good position to assist “regulation”. To avoid overlapping of donors on SSC, meeting among JICA, UNDP and WB is enough.

END

NB: This record was not confirmed by the participants of the meeting.

Meeting Record

Date & Time： December 14, 2012 (Friday) 15:00-16:00			
Title： Evaluation Interview (SSTC)			
	Institution	Position	Name
	The World Bank	Operations Adviser	Mr. Yogana Prasta
	JICA Indonesia	Evaluation Consultant Coordinator	Mr. Konno Kimihiro Ms. Madrina Mazhar
Venue：Went to visit・Received visit・Meeting			

Summary

(Yogana)

About CD to Indonesian officials through GDLN (Global Development learning network):

WB has the facilities in here. It has been utilized to exchange with others. This year it still continues at UI-Depok etc. In education, WB had many seminars and discussions connecting to Thailand, Bali and Makassar.

Peer to peer learning:

On the “Peer to peer learning” requested last year by NCT for observing ODA headquarters in Singapore and China. WB did not accept it because it was not a technical matter but just observing.

About NCT:

NCT still seems to have problems. Some recipient, e.g. Ministry of Education in Pakistan requests to Ministry of Education in Indonesia because they know each other and because Pakistan does not feel any merits to pass NCT. Moreover, WB does not know exactly the role of Ministry of Finance and SETNEG. WB met NCT when they joined the international meetings. However, WB cannot see their actual role of it.

About SSC:

WB thinks that the movement of doing SSC by Indonesian Government is important.

After the platform of accepting the request from recipient countries is established, WB starts considering the CD of NCT.

END

NB: This record was not confirmed by the participants of the meeting.

Meeting Record

Date & Time： December 17, 2012 (Monday) 08:20-8:50			
Title： Evaluation Interview (SSTC)			
	Institution	Position	Name
	USAID	Deputy Director, Program Office	Mr. Hatch David
	JICA Indonesia	Evaluation Consultant Coordinator	Mr. Konno Kimihiro Ms. Mazhar Madrina
Venue：Went to visit・Received visit・Meeting			

Summary

(David) USAID had MoU with MOFA on the assistance on the next national strategy on disaster preparedness with Burma and Myanmar..

USAID sees that NCT keeps changing. It is clear that NCT is a hub. However it must be clear who the NCT is. As NCT judged “how much” we can give to them, NCT should judge from the content. NCT should know what they need. Coordination is the challenge.

Suggestions to SSC:

1. To show good model to NCT. For example, JICA implementing SSC projects in Brazil, Thailand, Korea, Turkey and Mexico. However, legal basis is much more important.
2. To make roles and responsibilities of each ministry.
3. To make database for humanitarian aid. As Indonesia donated the Philippines for disaster, however it should be separated between the disaster relief and SSC. USAID responded to the Emergency Response the other day to Philippines. But it went to Menkokesra (Ministry for People’s Welfare). While for Natural Disaster issue it should be led by Badan Nasional Penanggulangan Bencana (BNPB)/ National Agency for Disaster Management.

END

NB: This record was not confirmed by the participants of the meeting.

Meeting Record

Date & Time： December 20, 2012 (Thu) 14:00-15:00			
Title： Meeting on project formulation of Capacity Development Project on South-South and Triangular Cooperation (CADEP-SSTC)			
	Institution	Position	Name
	GIZ, office Jakarta	Deputy Country Director Indonesia- Timor Leste	Mr. Zulazmi
	JICA Indonesia	Evaluation Consultant Coordinator	Mr. Konno Kimihiro Ms. Mazhar Madrina
Venue：Went to visit・Received visit・Meeting（GIZ）			

Summary

(Assistant to SSC by GIZ)

We have several inputs to government officials through one of 3 GIZ programs “Good Governance”. NCT members are included there. In “good Governance”, main topic is “decentralization”. This has been done since 1990’s. Other two programs are “Private Sectors” and Climate changes”. The recipient countries are Brazil, Mexico, India, China, Thailand, and Turkey.

There are 14 requests to GIZ from BAPPENAS on SSC. However, there are overlapping with other donors. For example, JICA CADEP and JICA TC at Timor Leste are included. UNDP also has similar project. Although GIZ considers that CD of NCT and line ministries is important, GIZ cannot accept this request now because BAPPENAS does not catch up with the present situation.

(TC of GIZ)

On the triangular cooperation, GIZ has a project on CD on high school teachers in Myanmar.

This project focuses on training in the field of machinery and mechatronics. Myanmar teachers are trained in Malang, Bandung, and Solo.

(Comment about NCT)

As private comment, Mr. Zulazmi feels that it is difficult that 4 ministries work together. Mr. Zulazmi feels CD of NCT themselves is needed. GIZ wants more concrete requests from BAPPENAS; however, there is none up to now. This is the same feeling with JICA.

Anyway GIZ starts to consider the request of BAPPENAS after hearing the present situations from other donors at donors’ meeting. (Mr. Zulazmi was absent for 40 days due to pilgrim leave, so he needs to update himself with the present information.)

END

NB: This record was not confirmed by the participants of the meeting.

Meeting Record

Date & Time： December 13, 2012 (Thursday) 14:00-16:00			
Title：Meeting with Working Group 1 & Evaluation Interview (SSTC)			
	Institution	Position	Name
	BAPPENAS	Director for Politics and Communication	Ms. Siliwanti
		Senior Staff	Mr. Hadi Hernowo Otho
	Ministry of Finance	Senior Staff for the Center of Regional and Bilateral Policy	Mr. Rosjadi Imran
	UNDP	Staff	Ms. Miranda
		Staff	Mr. Wisnu
	JICA Indonesia	Senior Representative	Ms. Krismasari Dinur
		Project Formulation Advisor	Mr. Nakazawa Shigeki
		Program Officer	Ms. Kartika Lingga
		Evaluation Consultant	Mr. Konno Kimihiro
		Coordinator	Ms. Mazhar Madrina
Venue：Went to visit・Received visit・Meeting			

Summary

(Dinur) *Introduction and explanation about the current condition.*

(Konno) Explained about how to read the PDM.

(Dinur) This proposal is starting for 2013 to 2016 which is in the Grand Design period I. Grand Design period II is in 2016-2019. This is the time when the NCT need to be an emerging partner.

(Siliwanti) I agree with the assumption. But how can we understand this 'innovative'? We expect the recipient countries will give input and contribute for the innovative. How can we coordinate when the political side will change? The 3 pillars must be included in the policy (government, private sectors, and civil society). We need to coordinate with other line Ministries. We are strengthening NCT. And NCT might merge to become a more solid team.

(Dinur) It is important to define who can learn from CADEP, who can sign for CADEP?

(Otho) For the Assumption part, the legal basis is still on process.

Attachment 5

List of collected materials

List of collected materials

No.	Title	Issued by	Form	Language
1	JICA in Indonesia	JICA Indonesia Office	pamphlet	English
2	Indonesia-Japan: Dynamic development for prosperity *Practices of South-South and Triangular Cooperation (SSTC)*	JICA Indonesia Office	pamphlet	ditto
3	South-South Technical Cooperation	JICA Indonesia Office	brochure	ditto
4	Indonesia: Membangun Mitra daram Pembangunan Internasional *Dukungan JICA untuk Kejasama Triangular dan Kerjasama Selatan-Selatan Indonesia*	JICA Indonesia Office	pamphlet	Indonesian
5	INFRASTRUCTURE IN ROAD SECTORS, SOUTH-SOUTH AND TRIANGULAR COOPERATION BY INDONESIA, TIMORE-LESTE, AND JICA	JICA Indonesia Office	pamphlet	English
6	Workshop on Agriculture Development Program For South-South Cooperation BOGOR, 18 DECEMBER 2012	INTERNATIONAL COOPERATION CENTER, MNISTRY OF AGRICULTURE OF THE REPUBLIC OF INDONESIA	printed material	English/ Indonesian
7	*Profile LAIC* LEMBANG ARTFICIAL INSEMINATION CENTER	LAIC	brochure	English
8	THE INSTITUTE OF MANAGEMENT FACULTY OF ECONOMICS UNIVERSITY OF INDONESIA *COMPANY PROFILE*	Lembaga Management *FAKULTAS EKONOMI UNIVERSITAS INDONESIA*	pamphlet	English/ Indonesian
9	*COMPANY PROFILE* Institute for Economic and Social Research, Faculty of Economics University of Indonesia	Lembaga Penyelidikan Ekonomi dan Masyarakat Fakuitas Ekonomi Universitas Indonesia	pamphlet	English/ Indonesian
10	GIZ in Indonesia *Climate Change, Private Sector Development, Good Governance/ Decentralisation, Project outside the Priority Areas, Regional Cooperation (ASEAN), GIZ in International Service*	giz	printed material	English
11	PRODUCT CATALOGUE Edisi 2012-2014	PT RUTAN	pamphlet	Indonesian
12	Report of Detailed Design Study Team for “The Project on Knowledge Management for South-South Cooperation”	JICA	PDF	Japanese/ English

Attachment 6

Ex-Ante Evaluation Sheet

Ex-Ante Evaluation

April 26, 2013

JICA Indonesia Office

1. Name of the Project (Country)

Country: Indonesia

Project: Capacity Development Project for South-South and Triangular Cooperation (CADEP-SSTC)

2. Background and Necessity of the Project

(1) Current State and Issues of the SSTC[1] in Indonesia

The Government of Indonesia (GOI) identifies Asia-Africa Conference in 1955 as its ideological origin of South-South and Triangular Cooperation (SSTC). Thereafter, GOI started technical cooperation among developing countries from 1981 with the State Secretariat as the focal point of Coordinating Committee for International Technical Cooperation (CCITC). However, after the Asian Financial Crisis hit Indonesia in 1998, SSTC activities were temporary declined in GOI, which weakened national coordination function. In accordance with economic recovery of Indonesia from 2000's, SSTC activities increased as well. However, the implementation authority was scattered in ministries respectively, in which effectiveness and efficiency lowered. The implementations aimed mostly to respond to immediate required activities, without awareness of clear goals. Holistic data of the implementations were not available to GOI. GOI recognized this fragmentation of national coordination as the most serious problem in Indonesia's SSTC. Thus, this project was requested to support more integrated implementation of SSTC in Indonesia.

(2) Development Policies for the SSTC Sector in Indonesia and the Position of the Project in the Policies

In view of GOI's beginning active promotion of SSTC, this project is to support strengthening institutional capacity, firm planning and implementing of SSTC.

Promotion of Indonesia's SSTC was accelerated from late 2000's. In 2006, Technical Cooperation Directorate was established in Ministry of Foreign Affairs (MOFA). In 2009, the Jakarta Commitment, which was an agreement document of aid coordination for development effectiveness, set out SSTC as one of three important pillars for development effectiveness. In 2010, SSTC became part of Mid-term Development Plan

[1] South-South Cooperation (SSC) has been used to include both bilateral cooperation between developing countries and triangular cooperation with donors. Recently, these two modalities are more clearly distinct to depict the differences of peculiarities of the two. In this report, South-South and Triangular Cooperation (SSTC) is used to reflect this aspiration, except for past events, publications, etc.

(RPJM). In the same year, National Coordinating Team (NCT) of SSTC was established in a way that CCITC was revitalized in strengthened institutional framework. NCT was stipulated by a ministerial decree of National Development Planning Agency (BAPPENAS), with four core ministries in the NCT: MOFA, State Secretariat and Ministry of Finance. In 2011, two documents related to SSTC policy were drafted: Grand Design (2011-2025) as the policy document of SSTC and Blue Print (BP) 1 (2011-2014) as the policy implementation plan.

Under such circumstances, this project is to support following process:

1) Steady implementation of BP1 and assessment of the implementation process, based on the concept of GD1
2) Formulation of recommendations to the SSTC Policy in the next Mid-Term Development Plan (2015-2019) and preparation of draft BP2 (2015-2019)
3) Smooth transfer to the implementation of BP2

(3) Japan and JICA's Policy and Operations in the Strategy

In "Strategy of International Cooperation in 2012" of MOFA of Japan, Priority 2: Effort to new development agendas based on views of human security mentions that Japan actively endeavors to solve development agendas with new actors through the promotion of South-South and Triangular Cooperation, under the circumstance that the importance of collaboration with new actors and actors of non-traditional donors such as emerging countries is rising.

In the meantime, Country Assistance Policy to Indonesia issued by MOFA of Japan mention the significance of assistance to improve Indonesia's capacity so that Indonesia can further address issues in Asia region as well as international community. One of the priority areas, "Support to the improvement of the capacity to respond to challenges in the Asian region and the international community" mentions that it aims to improve Indonesia's capacity as a donor country

From 1981, the government of Japan supported Indonesia's SSTC through the implementation of Third Country Training Programme (TCTP) and the dispatch of Third Country Experts etc. From 2009, in line with the heightened promotion of SSTC in Indonesia, JICA supported policy formulation of SSTC through researches and trainings in Japan in the following three pillars:

i. Mainstreaming SSTC in national policy
   - South-South Cooperation (SSC) Workshop (2009)
   - Policy Direction on Indonesia's SSC (2010)
   - Basic study for SSC (2011)
   - A Comparative Study on The Management of SSC (2012)
   - The Preparatory Study for Institutional Arrangement of SSC

(2012)

ii. Human resources development
- Group and Region Focused Training in Japan "Strengthening for Implementation Capability of Development Training under SSC (2010, 2011, 2012)
- Group and Region Focused Training in Japan (Long-Term, master degree program) "Future Leader's Program for International and Regional Cooperation", "Peace and Conflict Studies" (2011, 2012)

iii. Qualitative improvement of SSTC
- Ex-Post Evaluation of TCTP (2009)
- Formulation of Guideline on Evaluation Mechanism for Indonesia's International Capacity Development Programs (2012)

In addition, a Technical Cooperation Project "Project on Knowledge Management for South-South Cooperation (KM-SSC)" is being implemented from March 2012 to May 2013. The project aims for GOI to create knowledge on effective development building upon Indonesia's experiences, and shares it with stakeholders engaged in the promotion of South-South cooperation, through knowledge management practice, which outputs are expected as follows:

1) Knowledge and skills necessary for exercising knowledge management acquired by the key actors of South-South cooperation and know-how of conducting knowledge management accumulated,

2) Identified Indonesia's comparative advantages for implementing South-South cooperation and expectations revealed from prospective partner countries,

3) The Indonesia's comparative advantages presented in a tangible form, shared with key actors and communicated in and outside Indonesia.

Based on the activities of KM-SSC, this project is to implement activities to support implementation and formulation of SSTC policy and implementation of SSTC pilot programs, as the subsequent project of KM-SSC.

(4) Activities by other Development Partners

United Nations Development Programme (UNDP) and The World Bank (WB) support the SSTC policy of GOI. Other Development Partners started to identify Indonesia as a partner of development, revise and implement new assistance policies.

2. Project Description

(1) Project purpose and output

The Project is to contribute to NCT' expansion on SSTC as a new emerging partner in innovative SSTC for development, by NCT's

establishment of the basis of expanding SSTC as "a new emerging partner in innovative SSTC for development" through strengthened SSTC coordination within revitalized institutional framework, with NCT's implementation of Blue Print Period I, review of the process, plan of Blue Print Period II, and start of implementing the Period II process, as well as NCT's management of Pilot Flagship Programs with strengthened program management cycle.

(2) Project site Jakarta, Indonesia

(3) Beneficiaries of the Project (Target Group)
NCT, Line Ministries, Implementing agencies: Approximately 50 members.

(4) Project Schedule (period of cooperation)
From June 2013 to June 2016 (3 years)

(5) Estimated Total Cost (Japanese side): 199 million yen

(6) Partner Country's implementing organization:
National Coordinating Team on SSTC (Ministry of National Development Plan (BAPPENAS))

(7) Input

1) Japan side
- Long-term expert (Chief Advisor / SSTC Policy, Coordinator / Management of SSTC programs) 72MM
- Short-term experts 6MM
- Local staffs
- Pilot Flagship Programs
- Studies, Researches, Surveys, Mission dispatches
- Workshops, Seminars
- Internship, Trainings
- Office equipment, etc.

2) Indonesia side
- Project Director (Director, International Cooperation Directorate, BAPPENAS)
- Counterpart personnel (BAPPENAS, Ministry of Foreign Affairs, Ministry of Finance, State Secretariat. Approximately 12 staff)
- Local cost
- Office space
- Travel cost

- Pilot Flagship Programs
- Mission dispatch

(8) Consideration to gender, poverty, and environment issues

Environment: Category C

The project activities are mainly human resources development. Thus it is thought that undesirable impact to environment and society is minimized or almost non-existent.

(9) Related assistance

1) Japan's assistance

In July 2012, GOI, WB, UNDP, and JICA co-organized an international conference, Bali High Level Meeting: Country-Led Knowledge Hubs. As follow-up of this conference, with the coordination by World Bank Institute (WBI), Community of Practice (CoP) has started which is to facilitate communications among practitioners of SSTC. Through this Community, it will be possible to learn about issues identified in this project from other emerging countries and to disseminate project outputs.

2) Assistance by other Development Partners

UNDP implements a project, Strengthening Innovative Partnerships for Development Cooperation (SIP-DC) from 2012 to 2015, in which one of four components support SSTC. The project supports SSTC policy formulation etc. through local consultants etc. It is expected that the SIP-DC support legislative procedure based on draft regulations by the project.

WB has started CoP as mentioned in the above, which expect collaboration with the project.

4. Cooperation Framework

(1) Outline of cooperation

1) Goal and Indicator

NCT expands SSTC as a new emerging partner in innovative SSTC for development.

<Indicator>

- Indonesia increases the number of new SSTC program annually.
- The Technical Committee of NCT proposes a new program modality to The Steering Committee of NCT.
- The government of Indonesia increases the funding for SSTC.

2) Project Purpose

NCT establishes the basis of expanding SSTC as "a new emerging partner in innovative SSTC for development" through strengthened SSTC coordination within revitalized institutional framework.

<Indicator>

- The ratio of recognition of NCT increases by XX% (recognized NCT as the coordination body of the government of Indonesia by line ministries, implementing agencies, and private sectors etc).
- Out of the problems identified by core ministries, line ministries, and implementing agencies at the beginning of the project, XX% is assessed as improved by those stakeholders.
- The Steering Committee of NCT approves annual plans prepared by the Technical Committee of NCT, which are in line with the plan of BP2.

3) Output and activity

Output

1. Policy Layer: NCT implements Blue Print Period I, reviews the process, plans Blue Print Period II, and start implementing the Period II process.
2. Operation Layer: NCT manages Pilot Flagship Programs with strengthened program management cycle.

<Indicator>

Policy Layer:

- Staff of core ministries of NCT understands more than 80% of results, lessons, recommendations of BP1.
- The Technical Committee of NCT submits a draft BP2 to the Steering Committee of NCT.
- The Steering Committee of NCT approves the standards and the SOPs submitted by the Technical Committee of NCT.

Operation Layer:

- NCT publishes more than XX number of PFP (Pilot Flagship Programs) reports annually.
- The Technical Committee of NCT conduct more than XX number of PFP monitoring, report them to the Steering Committee of NCT.

Activity

1. Policy Layer

1.1 Review of policy implementation of SSTC in Indonesia

1.1.1 Disseminate the contents of current Grand Design and Blue Print.

1.1.2 Review the progress and outcome of Blue Print Period I.

1.1.3 Draw lessons learned and recommendation for Blue Print Period II.

1.1.4 Share the outcome with stakeholders and publish the outcome as an academic paper for RPJM (Mid-Term Development Plan) 2015-2019.

1.1.5 Identify development effectiveness of Pilot Flagship Programs.

1.1.6 Assess and develop SOPs (Standard Operation Procedures).

1.2 Institutional and Coordination Strengthening

1.2.1 Develop standard of implementing agencies, experts, and lecturers.

1.2.2 Strengthen coordination between the government and private sectors in SSTC implementation

1.2.3 Establish a special team for South-South economic cooperation strengthening trade and investment

1.2.4 Establish regular dialogue forums involving extended stakeholders

1.2.5 Conduct a study to collect information on strategy formulation for the facilitation of South-South economic cooperation.

1.2.6 Review the management cycle of NCT.

1.3 Funding

1.3.1 Develop a cooperation model on triangular cooperation with development partners

1.3.2 Make recommendation on the state budget mechanism of SSTC.

1.3.3 Conduct a study on linkage of financing partnership of private sectors and state-owned enterprises through CSR or PPP or other innovative mechanisms including practices of Development Partners and emerging countries.

1.4 Promotion and Publication

1.4.1 Develop communication strategy including branding for publication, campaign and promotion mechanisms of SSTC Indonesia in both print and visual, inside and outside the country.

1.4.2 Build awareness of NCT and line ministries regarding national strategy for SSTC promotion and publication through strategy books publication.

1.4.3 Produce promotion materials (pamphlets, newsletters, short videos).

1.4.4 Promote Indonesia's SSTC through both international and domestic forum.

1.4.5 Develop and disseminate system for the management of information and knowledge.

1.4.6 Outreach in the form of dissemination of policies and government regulations involving local governments, private sectors, NGOs / CSOs, universities and development partners

1.4.7 Publish annual report for the public.

1.4.8 Have dialogue in a variety of media, both print and electronic

1.5 Monitoring and Evaluation

1.5.1 Facilitate formulation of evaluation guideline for Indonesia's SSTC policy

1.5.2 Formulate monitoring and evaluation guideline for the SSTC program.

2.Operation Layer

2.1 Inception Stage

2.1.1 Review criteria and mechanism of Pilot Flagship Programs.

2.1.2 Familiarize the existing Standard Operation Procedures (SOPs) among NCT and develop introductory contents of SOPs to line ministries / implementing agencies.

2.1.3 Develop data set of programs and incentive mechanism to collect data.

2.2 Socialization Stage

2.2.1 Increase capacity of NCT, line ministries, implementing agencies and staff of Embassies of Indonesia on development issues and program management through seminars and knowledge hubs.

2.2.2 Socialize: a) criteria, b) mechanism, c) SOPs, d) necessary data set of Pilot Flagship Programs and e) required standard of implementing agencies, lecturers,

and experts to line ministries and implementing agencies.

2.2.3 Advise line ministries / implementing agencies for formulation ideas of Pilot Flagship Programs.

2.3 Designing Stage

2.3.1 Analyze potential needs from beneficiary countries through fact finding analysis using the network of Embassies of Indonesia (in the case of triangular, with the JICA network).

2.3.2 Coordinate potential needs and supplies, make concept of Pilot Flagship Programs.

2.4 Planning Stage

2.4.1 Request making proposals to line ministries

2.4.2 Support line ministries / implementing agencies to prepare proposals.

2.4.3 Assess and select proposals of Pilot Flagship Programs, by ensuring impact for the development of both beneficiary country and Indonesia.

2.4.4 Give approval of Pilot Flagship Programs to line ministries / implementing agencies.

2.4.5 Facilitate communication between line ministry / implementing agency and partner country

2.4.6 Reach agreement between Indonesia and partner country (with Development Partner in the case of triangular Pilot Flagship Programs).

2.5 Implementation stage

2.5.1 Implement Pilot Flagship Programs.

2.5.2 Give necessary services such as visa, communication with Embassy of Indonesia, partner country.

2.5.3 Monitor the implementation of Pilot Flagship Programs.

2.5.4 Publicize the implementation to the public.

2.6 Evaluation and information management stage

2.6.1 Apply evaluation system to Pilot Flagship Programs with beneficiary countries (and Development Partners in the case of triangular Pilot Flagship Programs).

2.6.2 Document best practices in information system and knowledge management

2.6.3 Develop software and hardware, and publish the result through a website.

2.6.4 Prepare annual statistical report and evaluation reports based on the collected data.

4) Issues to be considered in implementing the project

① Relation between project purpose and outputs

Active feedbacks between the two Outputs: Implementation and assessment of SSTC policy as Output 1, Implementation of Pilot SSTC Programs as Output 2, lead to the strengthened coordination capacity of NCT. In parallel, by supporting plan and implementation of BP2 enables to build a basis for the expansion of SSTC in future.

With regard to the relation between the outputs and the indicators, the indicators were set based on the following connotation of each output. Output1: NCT improves implementation and planning capacity at policy level and to develop various institutional arrangements. Output 2: NCT improves management capacity of programs through learning about and practicing project management cycle and development issues.

② Close coordination is necessary.

Indonesian partners are engaged in respective own duties in ministries, and the related ministries are many. If the inter-ministerial coordination isn't successfully done, there will be delays of activity which may lower the efficiency.

③ Needs to watch new impacts during plan and implementations of Pilot Flagship Programs

Common and concrete image of Overall Goal has not yet been available among stakeholders, although the image of Overall Goal will be concretized and shared among related institutions during the project period since the Overall Goal aligns with the purpose of the second period of development plan of SSTC in Indonesia.

Neither negative no positive impact can be observed currently, however, both positive and negative impacts may arise (particularly against beneficiary countries) during plan and implementation of the SSTC projects, called Pilot Flagship Program. Therefore looming impacts through the Project implementation period should be watched.

④ May have to re-examine the sustainability of some items during the implementation.

The descriptions of Project Purpose and Overall Goal are in line with the long and mid-term plan of Indonesia, thus the sustainability of plan is high.

Sustainability will be ensured in terms of economic, budgetary, institutional, systematic, social and environmental points of views. However demand driven principle of SSTC should be reminded by the Project to relevant stakeholders continuously, since it needs time that such principle is internalized in all related institutions.

5) Other impacts

Nil

5. Important Assumption (Risk control)

(1) Precondition

Sufficient budgetary and staffing arrangements are made by the NCT including relevant line ministries and agencies.

(2) Important Assumption to achieve Output

Sufficient regulatory and legislative arrangements are made by the National Coordination Team.

(3) Important Assumption to achieve Project Purpose

The government policies to promote SSTC are implemented, maintained and strengthened.

(4) Important Assumption to achieve Goal

Nil

6. Results of Evaluation

The implementation of this project is judged to be of significance in light of its consistency with the Indonesia's development policies, needs and Japanese assistance policy, and that the plan of the project is recognized as appropriate.

7. Lessons Learned from Past Projects

Mini-Project-Type Technical Cooperation for "Enforcement of South-South Cooperation" in the United Mexican States implemented from July 2000 to June 2003 suggested a project design based on unpredictable situation of counterparts and understanding of counterpart institution's capacity as well as organizational structure, since the reduction of counterpart and replacement of director influenced the project negatively in the project. In the case of CADEP, counterpart institution is inter-ministerial body, in which personnel and organizational situation would be more unpredictable. It is necessary to continuously monitor the situation of counterpart and take necessary measures in the case of personnel change.

8. Future Evaluation Plan

(1) Indicators to be used

Same as 4 (1).

(2) Timing of Next Evaluation

- Baseline survey: By the six months from the commencement of the project
- Terminal evaluation: Six months prior to the completion of the project
- Ex-post evaluation: Three years after the completion of the project

■

JICA